

CITY OF **NEWARK**

Mayor Ras J. Baraka

Department of Law

A City We Can All Believe In

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April 24, 2018

**VIA LAWYER'S SERVICE and FAX to 201-488-5556**

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Court Plaza South  
21 Main Street, Suite 200  
Hackensack, New Jersey 07601

**RE: Steven Wronko v. City of Newark et. al.**  
**Docket No.: ESX-L-1238-18**

Dear Ms. Griffin:

Attached please a redacted copy and Vaughn Index of the bid submitted by the City of Newark to Amazon.

Very truly yours,

**KENYATTA K. STEWART, ESQ.**  
**CORPORATION COUNSEL**

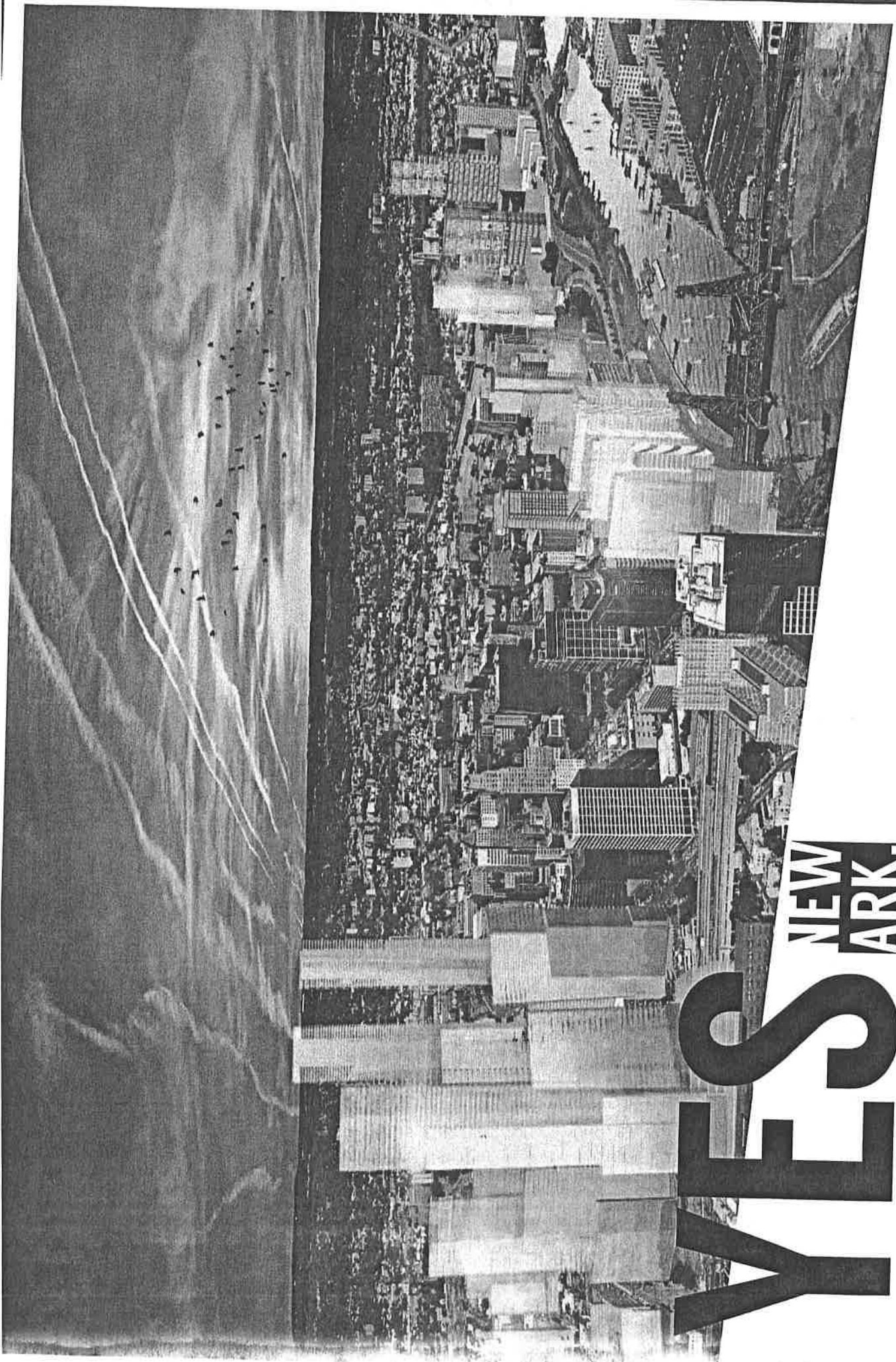
By:   
Samora Noguera  
ASSISTANT CORPORATION COUNSEL

Encls.

VAUGHN INDEX

**OPRA Request made by Steven Wronko for: THE BID/RFP AND ALL  
ACCOMPANYING DOCUMENTS SUBMITTED BY NEWARK TO AMAZON FOR ITS  
RFP REGARDING ITS NEW HEADQUARTERS.**

|   | List of Provided Records | List of Disclosed Records with Redactions | Reason for Redaction if applicable | General Description of Denied Records                                      | Legal Justification          |
|---|--------------------------|---|------------------------------------|--|------------------------------|
| 1 | Introductory Memo        |   |                                    |  |                              |
| 2 | 2027 Imagine Amazon      |   |                                    |  |                              |
| 3 | Location                 |   |                                    |  |                              |
| 4 | Data Infrastructure      |   |                                    |  |                              |
| 5 | Talent                   |   |                                    |  |                              |
| 6 | Livability               |   |                                    |  |                              |
| 7 |                          | Incentives                                | Competitive Advantage Exemption    | Financial Incentives offered to Amazon to attract it to the City of Newark | <u>N.J.S.A.</u><br>47:1A-1.1 |
| 8 | Letters of Support       |   |                                    |  |                              |



**YES**  
NEW JERSEY  
NEW YORK  
ARK.

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**MEMO.**

**YES**

**NEW  
ARK.**



A corporate headquarters is a realm where face-to-face interactions, chance encounters and the ability to attract and retain the smartest, most talented labor force are vital. Connecting with the rest of the country and the world still counts. *Place matters.*

In Newark, Amazon can make a new home in the heart of the nation's largest, most dynamic, most diverse, most connected metropolitan area. Amazon's corporate leadership will have ready access to the world's media, finance and cultural centers – without a prohibitive cost premium. Our energized business environment features lightning-fast, low-cost internet; unmatched access to the metropolitan region, the East Coast and the world; and the most diverse and highly educated talent found anywhere; all assets that are not easily replicable.

Unquestionably, Newark has all that Amazon seeks, including something not mentioned in the RFP: the opportunity to accelerate the transformation of a great American city that is already enjoying significant growth and private-sector investment.

That's why Newark, the State of New Jersey and an unsurpassed coalition of global companies, community development organizations and educational institutions have joined forces to help you build your future with us in our thriving downtown.

**Five unique strategic advantages make Newark the preeminent Amazon HQ2 locale:**

- ★ **Data infrastructure:** Newark defines cutting-edge bandwidth – no city in the world delivers faster internet speeds.
- ★ **Destination:** Newark offers an unmatched logistical infrastructure – roads, rails, airports and a major port – that can help Amazon move its people and products like no other city can.
- ★ **Diversity:** Newark offers unmatched access to high-caliber talent and industry verticals that match Amazon's growth aspirations.
- ★ **Development:** Newark offers Amazon and its employees unrivaled development opportunities – with park and riverfront views – and an unbeatable spectrum of lifestyle options.
- ★ **Destiny:** Newark provides Amazon with an opportunity to take a leading role in the ongoing renaissance of a great American city.

Newark Mayor Ras J. Baraka, the State of New Jersey, leaders of the city's major educational institutions, dozens of other non-profit and community organizations and scores of New Jersey-based business partners stand ready to welcome and work with Amazon. In addition to the State's \$5-billion tax incentive package, city and state leaders are prepared to discuss a unique revenue-sharing partnership with you. Supplementing the tax incentives and revenue-sharing venture, Newark is prepared to offer a suite of other benefits and incentives worth an additional \$2 billion.<sup>1</sup> Newark will:

- ✓ Invest significant capital over the next five years to expand the city's Wi-Fi and broadband and provide 10-gigabite internet service to any site Amazon selects.
- ✓ Partner with the state to facilitate new neighborhood residential development to put 20,000 Amazon employees within walking distance of their new headquarters within five years.
- ✓ Fund public space and transportation system improvements around the new campus to build on the city's ongoing \$50-million investment in transportation and smart city infrastructure in the central business district.
- ✓ Create scholarships and programs to incentivize high school and college students to pursue STEM.
- ✓ Create neighborhood Amazon summer camps to fuel young people's passion for innovation.

- ✓ Establish smart city partnerships with the city's higher education institutions to advance key Amazon strategic initiatives such as urban mobility, smart building technologies and drone distribution.

In this brief memo, we detail Newark's unique strengths and how they can help Amazon attract and nurture talent, drive growth and spur innovation.

**Data Infrastructure: Newark defines cutting-edge bandwidth – no city in the world delivers faster internet speeds.**

Installed by forward-looking city leaders more than a decade ago, 26 miles of underground municipal fiber are in place that allow Newark to deliver top-caliber internet speeds and coverage. Newark now offers 10-gigabits-per-second speeds commercially to local residents and businesses at prices far below those of other cities. With its fiber, the city can deliver over 100 gigabits per second from the downtown "telco hotel" where Amazon rents space today. The city's outdoor Wi-Fi network is one of the largest and fastest in the country, delivering 400 megabits per second, and is expanding to offer low-cost internet to the whole city.<sup>ii</sup>

Newark has committed to investing even more over the next five years to maintain and upgrade its tech infrastructure and continue its transformation into one of the world's smartest cities. These ongoing investments would enable Amazon to accelerate innovation in a living laboratory. It could test new streaming technologies, for example, free city-wide cell-phone service, the first drone skyways, or Alexa technology in the New Jersey Performing Arts Center and Prudential Center Arena. Amazon could harness Newark's bandwidth to dominate lucrative new technological markets. Experts forecast that spending on augmented and virtual reality, for example, will soar from \$11.4 billion in 2017 to more than \$210 billion in 2021.<sup>iii</sup>

Newark's data infrastructure has helped create a burgeoning tech ecosystem – a foundation for new programs that benefit residents and students. Newark recently launched "The Newark City of Coding Initiative," for example, which aligns partners in higher education, K-12, economic development, workforce development and community-based organizations to cultivate a culture of coding. The Newark STEAM Coalition's mission is to develop a rich cross-sector ecosystem that provides students with multiple pathways to build competencies in science, technology, engineering, the arts and math. When Amazon moves to Newark, the city will boost the talent pool by creating even more scholarships and programs to incentivize Newark high school and college students to pursue STEM careers.

To catch up to Newark's existing infrastructure, many cities would have to spend years and tens of millions of dollars. No city – large or small – can offer a better tech infrastructure.

**Destination: Newark offers an unmatched logistical infrastructure – roads, rails, airports and a major port – that can help Amazon move its people and products like no other city.**

The value of Newark's proximity to New York City, Newark Liberty International Airport, New Jersey's suburbs, and Amtrak's northeast corridor cannot be overstated. The airport, ten minutes from downtown, offers flights to more than 174 non-stop destinations – including at least 6 to Seattle each day. The city hosts the nation's second-largest seaport, major rail lines, extensive mass transit including New Jersey Transit, PATH and Amtrak trains connecting more than 150 municipalities, and seven major highways that put 40% of Americans within a day's drive.<sup>iv</sup>

As a transportation hub, Newark offers unparalleled access to the region, the country and the world. More than a million people travel by or through Newark every day.

- Combined, the area's airports offer over 1600 non-stop flights daily around the world, including 21 to Seattle.

- New Jersey Transit and PATH trains put Manhattan within an 18-minute commute and Newark within a half an hour of dozens of New Jersey communities, from beach bungalows to walkable "transit villages" such as Montclair and Maplewood; and from classic suburban communities like Radburn and Woodbridge to trendy urban neighborhoods of Hoboken and Jersey City. Amtrak puts every city along the northeast corridor a convenient and reliable Acela ride away.
- Newark's three interstate highways, I-78, I-80 and I-95, make getting in and out of the city by car among the easiest of any location in the metropolitan area.
- Newark stands at a fulcrum of the nation's product flows. This includes Port Newark; FedEx's third-largest hub; and three nearby Amazon distribution centers with three more planned.

When Amazon chooses Newark, the city and state will work together to augment infrastructure development already underway to improve highways, light rail and New York and New Jersey transit infrastructure. Newark Liberty is already undergoing a \$2.4 billion renovation in partnership with United, and the city will encourage United to add at least three more daily nonstop flights to Seattle. About \$5 billion has been committed through 2030 to improve Port Newark.<sup>v</sup> Our goal is to anticipate and meet the needs of Amazon's evolving distribution and management strategy, including improving your colleagues' commutes.

No other city can offer this kind of centrality and accessibility. With headquarters in Newark and Seattle, Amazon's physical presence will span North America.

**Diversity:** Newark offers unmatched access to high-caliber talent and industry verticals that match Amazon's growth aspirations.

The metropolitan area is home to more than 20 million people, and our city is at the heart of the country's largest and most diverse working population.<sup>vi</sup> The region represents the full spectrum of American life – socioeconomic, educational, racial, ethnic, linguistic and religious – and is home to top technical, scientific and business talent. Newark's talent pipeline contains more people with master's degrees than any other place in the country. Moreover, Newark's stakeholders will commit to train thousands of refugees and lower-skilled residents to develop a truly unique talent pool that will meet and exceed Amazon's workforce needs. Newark has already explored this partnership with the United Nations High Commission on Refugees.

The region's population is one of the most educated in the country, with more people employed in tech and business jobs than Boston, San Francisco and Austin combined. New Jersey is a burgeoning tech hub that leads the world in scientists and engineers per square mile.<sup>vii</sup> A half-dozen prominent colleges and universities have homes in Newark and many more are within commuting distance, producing more than 100,000 graduates annually from every background and every academic field.<sup>viii</sup> Sixty-five Fortune 500 companies are within 30 miles. And no other region can match the area's breadth of industries, from finance, pharmaceuticals and consumer products to fashion, advertising and media.<sup>ix</sup>

Newark's central location offers ready access to many of the country's most highly-rated universities, premier business schools and top technical programs such as Princeton, Stevens Institute of Technology, Columbia, NYU and Cornell Tech. Audible and Newark Venture Partners have demonstrated Newark's ability to attract elite Software Development Engineers and other tech talent. As the fifth-largest college town on the East Coast, downtown Newark is anchored by two major campuses: Rutgers Newark – the country's most diverse university – and the New Jersey Institute of Technology (NJIT). These universities have long understood the importance of partnerships with industry and the public sector; both have created cross-vertical initiatives that foster institution/industry collaboration.<sup>x</sup>

Newark's business ecosystem also offers unmatched depth in the industry verticals that can fuel Amazon's growth with unparalleled access to partnerships and talent. These include pharmaceutical and medical device firms such as Celgene, Novartis, Merck, Pfizer, Becton Dickinson and Johnson &



Johnson; consumer packaged goods companies such as Unilever and Mars; and financial services giants like Prudential, JP Morgan, Citigroup and Goldman Sachs. Neighboring Manhattan is a global fashion hub, and media companies within 20 miles include CBS, NBC, ABC and Viacom. No other city in North America can match the diversity of industries surrounding Newark, and no other region is home to so many companies that are relevant to Amazon's growth objectives.

**Development:** Newark offers Amazon and its employees unrivaled development opportunities and an unbeatable spectrum of lifestyle options.

More than a decade underway, Newark's multibillion-dollar revitalization is accelerating. Groundbreakings for commercial, hospitality and upscale residential developments have been frequent, yet the city still has hundreds of acres of developable land available. For Amazonians, no other city can offer the diversity and richness of housing, school, cultural and recreational options that Newark and its environs can.

With \$3 billion of development under way, Newark is a city in the midst of revitalization, and Amazon's selection of Newark would propel and attract investments on a scale not yet imagined. Many attractive downtown sites are available where Amazon can shape a campus, a neighborhood and the city around it. Newark offers a portfolio of development opportunities, encompassing six distinct sites in downtown, with a range of settings, building formats and properties. Every location offers the characteristics Amazon is seeking: they're all close to the heart of the community, highly connected and steps from transportation hubs.

- **Phase I – 2.2 million square feet immediately available:**
  - 600,000 square feet in existing buildings around Washington Park and another 655,000 in the Gateway Center near Newark Penn Station
  - 1 million square feet build to suit at the Matrix Riverfront site adjacent to Newark Penn Station
- **Phases II and III – At least 14 million square feet** can be built in our walkable downtown between two major train stations alongside a riverfront and acres of new parkland

All six sites – Lotus Riverfront, Washington Park Campus, Gateway Center, Matrix Riverfront, Mulberry Commons and SoMA – are steps from each other and an easy walk from Audible's headquarters, NJIT and Rutgers Business School. Each site is already zoned for commercial and mixed-use development, and the city's pro-growth staff offers "concierge" services and support that will fast-track development.

For Amazonians, Newark offers quality of life opportunities that expand every month with the arrival of new restaurants, retailers and art performances. With over \$1.1 billion of recently completed development, Newark has seen the historic renovation of the award-winning Hahne & Co building, the opening of Whole Foods, Nike, boutique hotels and more. Over 1,000 residential units are under construction, with another 11,000 planned and in the pipeline and an additional three million square feet expected.

Within a half-hour commute, Amazonians will be able to satisfy almost any lifestyle preference:

**A full spectrum of housing options** – From loft apartments in urban cities to Victorian mansions on tree-lined streets to beautiful brownstones in historic districts, our region – and the city itself – offer a range of lifestyle options.

**Superb schools** – US News and World Report ranks New Jersey's public school system as second in the country. The state is home to nine of the top 25 high schools and four of the top 20 STEM high schools in the U.S, according the Newsweek. It ranks #1 nationwide in pre-kindergarten participation and #4 for math and #5 for reading proficiency for 8<sup>th</sup>-graders.<sup>xi</sup> Newark is a leader in charter school innovation, forging authentic charter/district collaboration where it really counts: at the teacher-to-teacher level.

**First-class healthcare** – Area hospitals include RWJ Barnabas Health, University Hospital, Memorial Sloan Kettering, New York Presbyterian, NYU Langone, and two local medical schools with research funded by the many local pharmaceutical companies.

**World-class arts and entertainment** – The National Center for Arts Research rated Newark among the ten most vibrant arts communities in the country. New Jersey Performing Arts Center hosts more than 450 events annually while the Prudential Center—home of the Grammy Museum—seats over 1.5 million people who come to see NHL games, college basketball and highly sought-after concerts. Newark's Branch Brook Park has the greatest number of blossoming cherry trees outside Japan. Soccer fans walk just minutes to Red Bulls Stadium to watch major-league soccer games. New Jersey is home to the only stadium hosting two NFL teams. We're a short ride from the lights of Broadway and world-renowned museums including the Newark Museum, which houses some of the largest collections of African and Tibetan art. Hiking trails, bike paths, skiing and beaches are less than an hour away.

**A place for visitors** – Visitors can stay at any of the city's 4,000 hotel rooms in downtown or around the airport, with another 547 rooms under construction and planned in the downtown and surrounding area, including international and boutique brands such as Tryp by Wyndham and Pestana.

No other city can provide the range of development options that combine affordability, livability and accessibility within a major metropolitan area.

**Destiny: Newark provides Amazon an opportunity to take a leading role in the ongoing renaissance of a great American city.**

Newark is a "city with a soul" in the midst of a renaissance. We believe Amazon can play a leading role in accelerating the city's transformation. Amazon would have a profound impact and build a legacy that its employees, community and customers could be proud of.

The city's rebirth began in the 1990s with the building of the New Jersey Performing Arts Center, the Gateway Complex and the Prudential Center, and the expansion of the New Jersey Institute of Technology and Rutgers University. Over 140 years ago, Prudential led the way by establishing its headquarters in Newark. Now Panasonic North America, Audible and Broadridge, among many other firms, call the city home. Amazon could play a transformational role in the acceleration of Newark's next hundred years. The Newark 2020 initiative, which challenges the corporate community to hire an additional 2,020 city residents by 2020, has received an overwhelmingly positive response. Signatories include the aforementioned plus PSEG, United Airlines and Horizon Blue Cross Blue Shield. In the last five years, unemployment dropped from 13% to 6.7%,<sup>xii</sup> and Newark 2020 will accelerate this trend.

Amazon will also find ready partners in Newark's business and non-profit community, including the Newark Community Economic Development Corporation, which drives much of the mayor's economic development vision and catalyzes entrepreneurship and business and real estate development; Newark Alliance, a leading nonprofit whose members include Prudential, Panasonic, Audible, RWJ Barnabas Health, and other corporate anchors dedicated to the ongoing economic revitalization of Newark; the Newark Regional Business Partnership, whose members strengthen businesses' capacity and infrastructure; and the Urban Essex Coalition for Smart Growth, a forum for municipalities, non-profits, business and other organizations and individuals to work together to foster mixed-use development and economic growth around Essex County's urban commuter rail stations.

Thousands of people and organizations are harnessing their creativity and passion to drive Newark's entrepreneurial trajectory. Home to the state's largest incubator – the Enterprise Development Center – Newark has seen a surge in accelerators, incubators and co-working spaces over the past five years, creating fertile ground for innovation. Indeed, Newark Venture Partners alone has spawned dozens of successful start-ups, and has a waiting list of more than a thousand applications from entrepreneurs across the region eager to further the innovation in Newark.



Two themes run throughout Newark's 350-year history: its strategic geography and spirit of innovation, two qualities that are still key attractions. In the 1800's, Newark was a leading manufacturing community, and later the birthplace of Thomas Edison's great urban innovations from celluloid to street lamps. It inspired Philip Roth's internationally recognized novels and was home to poet laureate Amiri Baraka, father of Mayor Ras J. Baraka. The city's other world-famous writers include Washington Irving, Stephen Crane and Mary Mapes Dodge. Like Amazon, Newark values the printed word. Robert Treat, Newark's founder, carried books with him up the Passaic River over 350 years ago. One of Newark's most important 20<sup>th</sup>-century businesses, the Stratemeyer Literary Syndicate, published children's literature, including the Nancy Drew, Hardy Boys and Bobbsey Twins series. This tradition continues today with the annual literary and poetry festivals and corporations from newspaper presses to, of course, Audible—inventor of the first digital audio player—now calls Newark home.

In recent decades, Newark went through the cycle of disinvestment and regeneration that much of urban America experienced. Years of long-term strategic planning, collaboration and large-scale investments are now yielding real benefits. As a result, downtown Newark is experiencing a truly dynamic rebirth, one long forecasted by experts.

With a population of under 300,000 and a density of more than 11,500 people per square mile, Amazon has a unique opportunity to drive significant socioeconomic impact and build lasting reputational value, leaving a profound imprint that extends beyond its extraordinary business reach<sup>xlii</sup>.

We are inspired by Amazon's success in transforming South Lake Union into a vibrant urban hub. As a mid-sized city in the country's largest, most dynamic metropolitan area, Newark is a place where Amazon has room to expand its already outsized visibility and influence by tapping the metropolitan area's global talent pool and unmatched industrial breadth.

We believe that by partnering with city, state and private sector leaders, Amazon can have an impact that is even greater than what it has accomplished in South Lake Union. Already home to many great institutions, Newark is running full-speed into the future. We look forward to partnering with Amazon and building a new era together.

The technology, the transportation, the diversity, the development, the potential. Yes, Newark.

<sup>i</sup> See Appendix Incentives

<sup>ii</sup> CIO Office – City of Newark

<sup>iii</sup> IDC Media Center: [www.idc.com/getdoc.jsp?containerId=prUS42959717](http://www.idc.com/getdoc.jsp?containerId=prUS42959717)

<sup>iv</sup> United States Census Bureau

<sup>v</sup> The Port Authority of New York and New Jersey

<sup>vi</sup> Census report: [www.censusreporter.org/profiles/31000US35620-new-york-newark-jersey-city-ny-nj-pa-metro-area/](http://www.censusreporter.org/profiles/31000US35620-new-york-newark-jersey-city-ny-nj-pa-metro-area/)

<sup>vii</sup> See Appendix Talent

<sup>viii</sup> NJIT statistics: [www.njit.edu/about/quickfacts/](http://www.njit.edu/about/quickfacts/); Rutgers statistics: [www.rutgers.edu/about/facts-figures](http://www.rutgers.edu/about/facts-figures)

<sup>ix</sup> New Jersey Fortune 500 companies on [www.patch.com/new-jersey/tomsriver/21-companies-new-jersey-make-fortune-500-list-2017](http://www.patch.com/new-jersey/tomsriver/21-companies-new-jersey-make-fortune-500-list-2017)

<sup>x</sup> See Appendix Talent

<sup>xi</sup> US News 2017: [www.usnews.com/education/best-high-schools/articles/how-states-compare](http://www.usnews.com/education/best-high-schools/articles/how-states-compare); Newsweek 2016

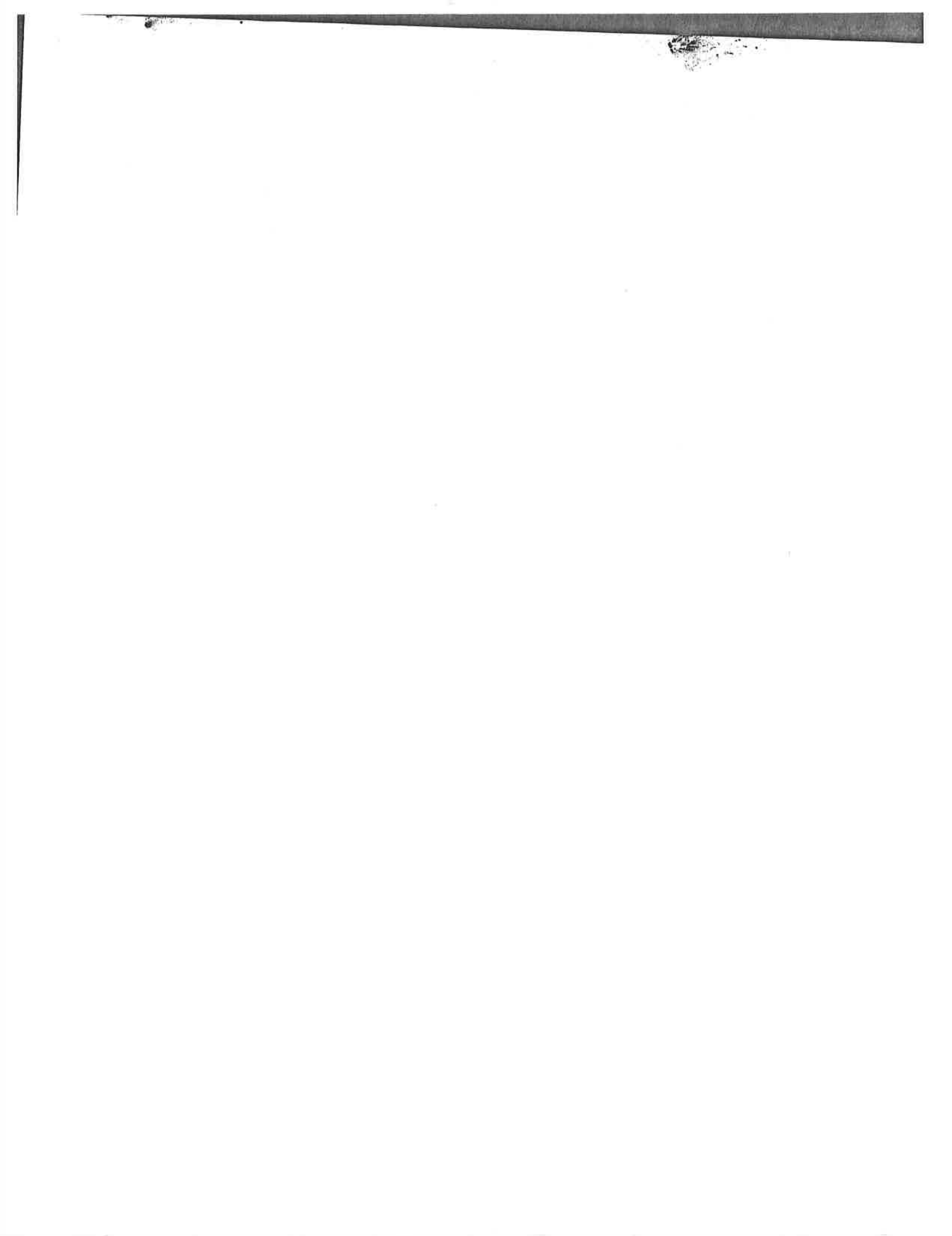
<sup>xii</sup> Bureau of Labor Statistics; [https://www.bls.gov/eag/eag.nj\\_newark\\_md.htm](https://www.bls.gov/eag/eag.nj_newark_md.htm)

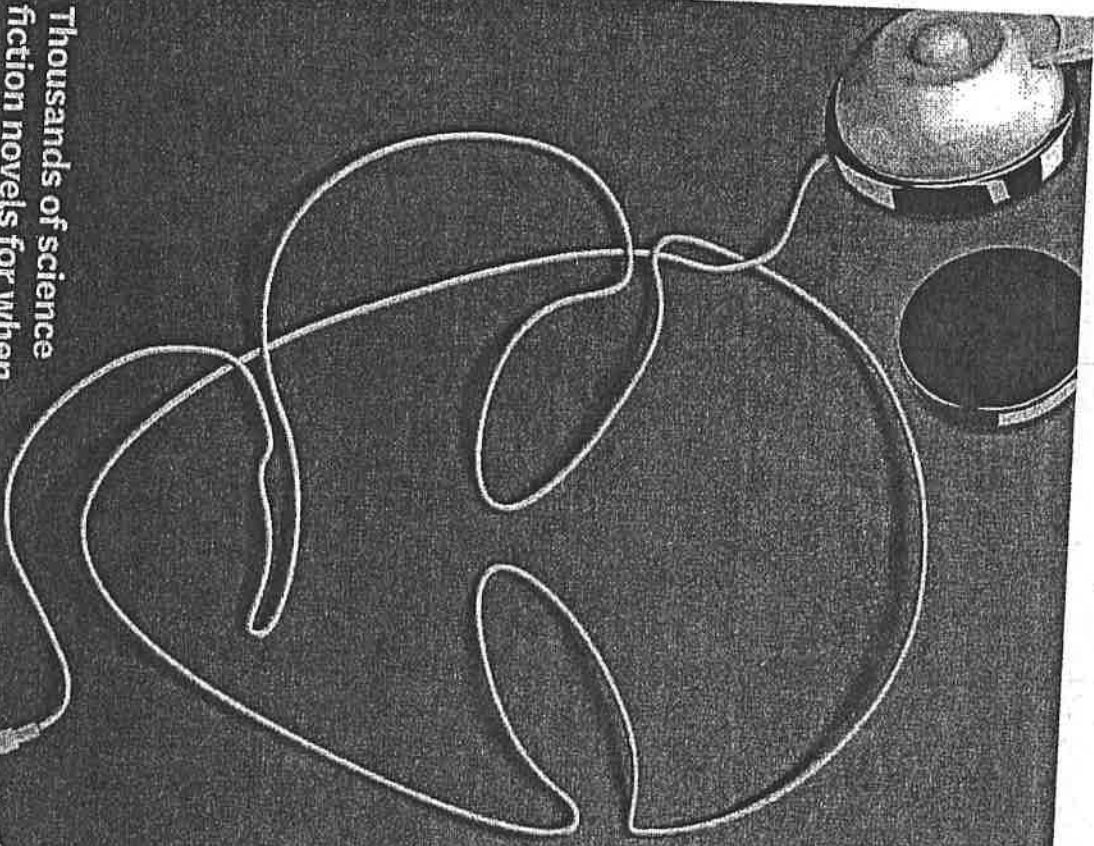
<sup>xiii</sup> United States Census Bureau: [www.census.gov/quickfacts/fact/table/newarkcitynewjersey/PST045216](http://www.census.gov/quickfacts/fact/table/newarkcitynewjersey/PST045216)

**Q&A.**

**YES**

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AMAZON FOUNDER & CEO,  
JEFF BEZOS.

"NEWARK HAS SERVED  
AS OUR LAUNCHPAD FOR  
INNOVATION."



# NEWARK AND AMAZON TEN YEARS LATER

HOW A CITY AND COMPANY JOINED FORCES TO DRIVE THE FUTURE OF TECH

OCTOBER



## Q&A: What's on your mind?

In this section, we answer questions that Amazon employees might ask regarding the business environment, quality of life, the community and neighborhood.

### Business environment & operations

**Q: Newark is emerging as a growing city with a revitalized infrastructure. How will it sustain this growth?**

**A:** We see strong evidence of Newark's ongoing revitalization in its flourishing tech infrastructure, availability of local talent, surge in housing – and investors' commitments in these areas. With its key location within the New York Metropolitan area and unmatched transportation connections, it is certain to continue to prosper.

### Infrastructure

Newark is positioned to become the next major tech hub. The NJ Fiber Exchange links the city to the newest transatlantic fiber network, and the area hosts more than 6 million square feet of data center space. We already plan to invest significant capital in the next five years to maintain and upgrade tech infrastructure – and will double down if Amazon comes to town.

Newark Liberty is undergoing a \$2.4 billion renovation. About \$500 million has been committed through 2030 to improve the port, and a down payment of millions has been spent to double rail capacity between New Jersey and New York. The state commits to investing an additional \$500 million over the next ten years in local highway and light rail infrastructure. First-rate private airports in nearby Morristown and Teterboro provide easy access to business jets.

"At the forefront of a great technology revolution, Newark is becoming the next booming tech hub."

— *Black Enterprise*, July 30, 2017

### Talent

Newark offers easy access to premier business schools and technical programs. Combined, area institutions produce over 100,000 graduates per year. For example, New Jersey Institute of Technology (NJIT), a unique engineering and scientific university, with 11,000 students and more than 50 research centers and laboratories, is thriving in Newark. Princeton University's computer science program ranks among the top ten in the nation, and Rutgers students earn more than 500 degrees in computer science and engineering each year.

If Amazon comes to Newark, the universities have committed to upgrade their infrastructure, foster innovation and tailor their curricula to Amazon's needs. We also commit to creating additional scholarships and programs to incentivize high school and college students to pursue STEM.

### Housing

While Newark can provide affordable housing today for about 20% of the Amazon workforce within a 15-minute walk of HQ2, there are hundreds of thousands of existing housing units within a 30-minute radius. About \$3 billion of building projects are underway in the area now, including high-end apartment complexes with amenities tailored to younger, tech-savvy residents.

"If you peruse Amazon's eight-page request for proposals, Newark meets all the minimum criteria outlined."

— "Why Newark could be perfect for Amazon's new headquarters," *Yahoo Finance*, September 21, 2017

### Investment

Audible is growing quickly, and Newark Venture Partners continues to raise venture capital and has built a 25,000-square-foot ultra-bandwidth lab. Equal Space and other tech incubators are diversifying the Newark hub by cultivating women and minority entrepreneurs who are driving social and community impact.

**Q: Assuming Amazon decides that the New York-New Jersey MSA is the right location for HQ2, why is Newark the best city in the region?**

**A: Within the New York-New Jersey MSA, only Newark can avail itself of the best of the New York Metropolitan Area but with:**

- development costs that are at least 30% less expensive than New York City
- better, more direct access – by car, train, and bus - to the broader range of the northern New Jersey residential market
- a well-managed and pro-development local administration
- an extensive tech infrastructure that can deliver Amazon speeds of 100gbps+
- 10-minute proximity to Newark Liberty International Airport

In addition, as Newark's third Fortune 500 company, Amazon would have an outsized profile and influence over the city's direction and have the opportunity to truly make a large social impact.

"If Amazon wants the talent pool, infrastructure, and services that a big city provides, the New York Metropolitan Area is very well-positioned to land HQ2."

— Jason Horowitz, Anderson Economic Group, Oct. 2017

**Q: Some of the best locations for our new campus are undeveloped areas. How quickly will they be ready to use, and how will we make them part of a cohesive campus with existing buildings that meet our Phase I requirements?**

**A:** More than 2.2 million square feet can be available to you in 2019 in three buildings, steps from each other – and from Audible, NJIT, Rutgers Business School and Washington Park. If you prefer to build from the ground up, a five-acre riverfront site adjacent to Penn Station will be available where we can build to suit up to a million square feet of office space by 2019.

We have outlined options for Phases I, II and III in the appendix. For Phase I, we are offering several existing buildings with space available today for Amazon's initial workforce – 33 Washington Street, 520 Broad Street around Washington Park and Gateway Center Complex near Newark Penn Station. We also have additional acres of vacant land that can be prepared for Amazon's needs today. For Phases II and III, we offer sites ranging from the Lotus-Riverfront collection to Mulberry Commons to RBH-SoMa. Each are oriented toward one of our two train stations and all allow for an urban space that can concentrate or disperse Amazonians to the extent desired by the company. Lotus Equity's Bears Stadium site, for example, is adjacent to Broad Street Station and a light rail stop, and a ten-minute walk from Mulberry Commons. Here you can enjoy 1.5 million square feet of office space, a 1.5-acre piazza and new residential and retail amenities on Route 21 and near Route 280 at the northern point of the Washington Park Amazon-Audible Campus.

"The mass exit of creatives, entrepreneurs and cultural enthusiasts have taken flight from the suburbs and metropolitan areas to become part of Newark. The veil is slowly being lifted on a renaissance movement that has been decades in the making. Newark is one of the most unexpected locales to be considered a travel destination."

— Vogue, Feb. 15, 2017

Downtown is where Newark comes to meet itself, where residents, workers, shoppers and visitors mingle. Recent retail additions include Whole Foods, Barnes & Noble, and the Gap. These chains sit alongside longstanding local business including Irish pubs, a legendary Jewish deli, and TM Ward's Coffee, founded in Newark in 1869. Nightlife options continue to grow downtown and in the adjacent Ironbound district, known as one



of the most vibrant immigrant communities in the state with great taverns, restaurants, a boutique hotel and sweeping views of Manhattan.

This downtown area has seen rapid change, including the building of thousands of renovated and new residential units. Three triangular parks border the main commercial district on Broad Street, and new parks under construction include Mulberry Commons and the Riverfront Park expansion. Military Park recently underwent a major renovation.

The downtown location with the Passaic riverfront, the combination of walkability, centrally located, "ready-to-go" development opportunities, will allow the rare potential for Amazon to offer a complete urban ecosystem: live, work and play. It is compact in size and similar in scale to Amazon's office in Seattle, offering a real opportunity for downtown living and a "walk to work" lifestyle. Newark's existing transportation infrastructure, two major commuter and interstate rail stations, and a PATH station also directly connecting to New York city, will provide Amazon's HQ2 with ready access to the rest of the metropolitan region and downtown itself. Additionally, downtown Newark will offer members of the Amazon family the opportunity to walk to live music, drama, dance as well as major leagues and college sports after work, with venues like New Jersey Performing Arts Center, Prudential Arena and Red Bulls Arena.

**Q: Talent is Amazon's greatest resource. Will we be able to find enough graduates who meet our high standards? And how will we find the senior leaders we need?**

**A:** Newark itself is uniquely positioned to provide the talent you need, with schools like New Jersey Institute of Technology, Rutgers Business and Law school, Princeton University and Seton Hall University and Law School. The NJIT graduates, for example, work at Amazon, Google, Microsoft, Apple and Audible. Princeton's computer science program ranks among the top ten in the nation, and Rutgers students earn more than 500 degrees in computer science and engineering each year.

Additionally, the New York metropolitan area is home to thousands of the world's most talented and experienced managers in every field that matters to Amazon, including IT, marketing and advertising, law, finance and insurance, media and publishing, pharmaceuticals and medical devices, electronics, fashion and clothing manufacturing.

The region's premier business schools include Columbia University, Rutgers University, and NYU Stern School, and top technical programs at NJIT, Stevens Tech, Cornell Tech and Princeton University.

**Q: The state generates a lot of political headlines, not all positive. Will that change?**

**A:** Every big state has its share of political news. Mayor Ras J. Baraka is earning accolades for his leadership, imagination, compassion and transparency. The Nation named him the "Most Valuable Mayor" in 2015. One of New Jersey's two US Senators, Cory Booker,

previously served as mayor and has garnered national recognition for his work in the Senate and here at home. As evidenced by his eagerness to work across the aisle, we fully expect there to be no gridlock in matters involving ongoing economic development.

State, county, city, corporate and community leaders are committed to welcoming Amazon and strongly supporting its growth with appropriate changes to regulations, zoning, permitting and tax rates. It should be noted that on important matters, all sides come together to work on important projects. And nothing is more important than convincing Amazon to locate its second headquarters in Newark.

### Quality of life

**Q: New Jersey has superb schools, but not every school in Newark meets the highest standards. How can we be sure our children will get the education they deserve?**

**A:** US News and World Report ranks New Jersey's public education system as #2 in the nation. The state's high schools dominated Newsweek's Top High Schools 2016 list with nine of the top 25 high schools in the nation. The system's results speak for themselves, such as the nation's second-highest proficiency rate for 8th graders in math and reading and the 9th-highest high school graduation rate. The state is also home to four of the top 20 STEM high schools, and many outstanding private schools including Lawrenceville, Newark Academy, Rutgers Prep, Peddie, Princeton Day School and Pingry.

Newark's public education system has made dramatic improvements, thanks to careful management and critical review of both teachers and schools. Science Park High School, located in Newark, now ranks in the top 3% of high schools in the country. Each Amazon family will have a variety of excellent education options whether they live in Newark or surrounding communities.

Since 2010, the number of children in charter schools has doubled from 20% to 40% of the total children who attend public schools in Newark; Newark's Uncommon Schools charter network, with its 13 North Star Academy schools, ranks in the top 3% of high schools in New Jersey and the top 2% in the country. According to Charles Sahm, director of education policy at the Manhattan Institute, Newark is forging "authentic charter/district collaboration where it really counts: at the teacher-to-teacher level."

**Q: Investments are anticipated to maintain local infrastructure and manage congestion. Will our commutes be short and predictable?**

**A:** Newark's regional transportation system is among the nation's most efficient, extensive and diverse; more than a million people pass through or by Newark every day by car, bus and rail, including Amtrak, PATH, Newark Light Rail and Air Train. NJ Transit's extensive commuter rail network puts Downtown within a half hour commute of any city or town one would hope or desire to live in. Newark Penn Station is a short walk from most of the city's corporate headquarters and is less than half an hour by train from Midtown

Manhattan and Wall Street (18 minutes to NY Penn Station by NJ Transit, 22 minutes to World Trade Center by PATH),

Downtown Newark is compact in size and similar in scale to Amazon's footprint in South Lake Union. It not only has an existing fabric of the kind of human scaled streets blocks that make pedestrian activity possible, but the urban parks, street-oriented amenities and institutions that foster and promote a culture of walking. The combination of walkability, centrally located, "ready-to-go" development opportunities, allows the rare potential for Amazon to offer a complete urban ecosystem: live, work, and play. Should Newark be selected, the city commits to facilitating the development of 20,000 residential units within walking distance of Amazon's second headquarters.

### **Community and neighborhood**

#### **Q: How affordable is housing in New Jersey?**

A: The cost of living in Newark and nearby New Jersey is significantly less than Manhattan or Brooklyn. Newark can provide affordable housing today for about 20% of the Amazon workforce within a 15-minute walk of HQ2, and about \$3 billion of building projects are underway in the area. For example, more than 10,000 units are already in development in Newark, where newly constructed two-bedroom apartments will rent for about \$2000 per month. With hundreds of acres still undeveloped, Newark offers Amazon a wide range of opportunities to shape housing options.

People who prefer urban settings can live in areas like Newark, Manhattan, Harrison, Jersey City and Hoboken. Those who want suburban lifestyles can choose from areas like Summit, Montclair and Ridgewood. Rural settings such as Bedminster and Branchburg offer easy commutes. Diversity is a huge attraction of Newark and its environs. Middlesex County, New Jersey, approximately 20 minutes away from Newark, has the highest percentage of Asian Indians of any U.S. county, at 13.9% in 2014.

Overall, the cost of living in Newark is lower than similarly connected cities: Newark's Global Price Index is 181, compared with Boston at 201, San Francisco at 239 and New York at 246. The Tax Foundation reports that New Jersey's state and local taxes are below those of New York and Connecticut.

#### **Q: How safe is Newark, and what is the city doing to improve safety?**

A: The crime rate fell by 13% from 2015 to 2016 to its lowest level since 1967, and it continues to fall in 2017. The Safer Newark Council has been working with the Mayor's office and the Newark Police Department to create new policies and make continuing investments in policing strategies. Newark is safer than many comparably sized cities such as New Orleans, Detroit, Oakland, Cleveland and St Louis. Ensuring the safety of everyone living and working in Newark remains the top priority of Mayor Ras J. Baraka. Since the New Jersey Performing Arts Center has been open for 20 years, there has not been one incident of crime.

#### **Q: What is Newark doing to create a green environment?**

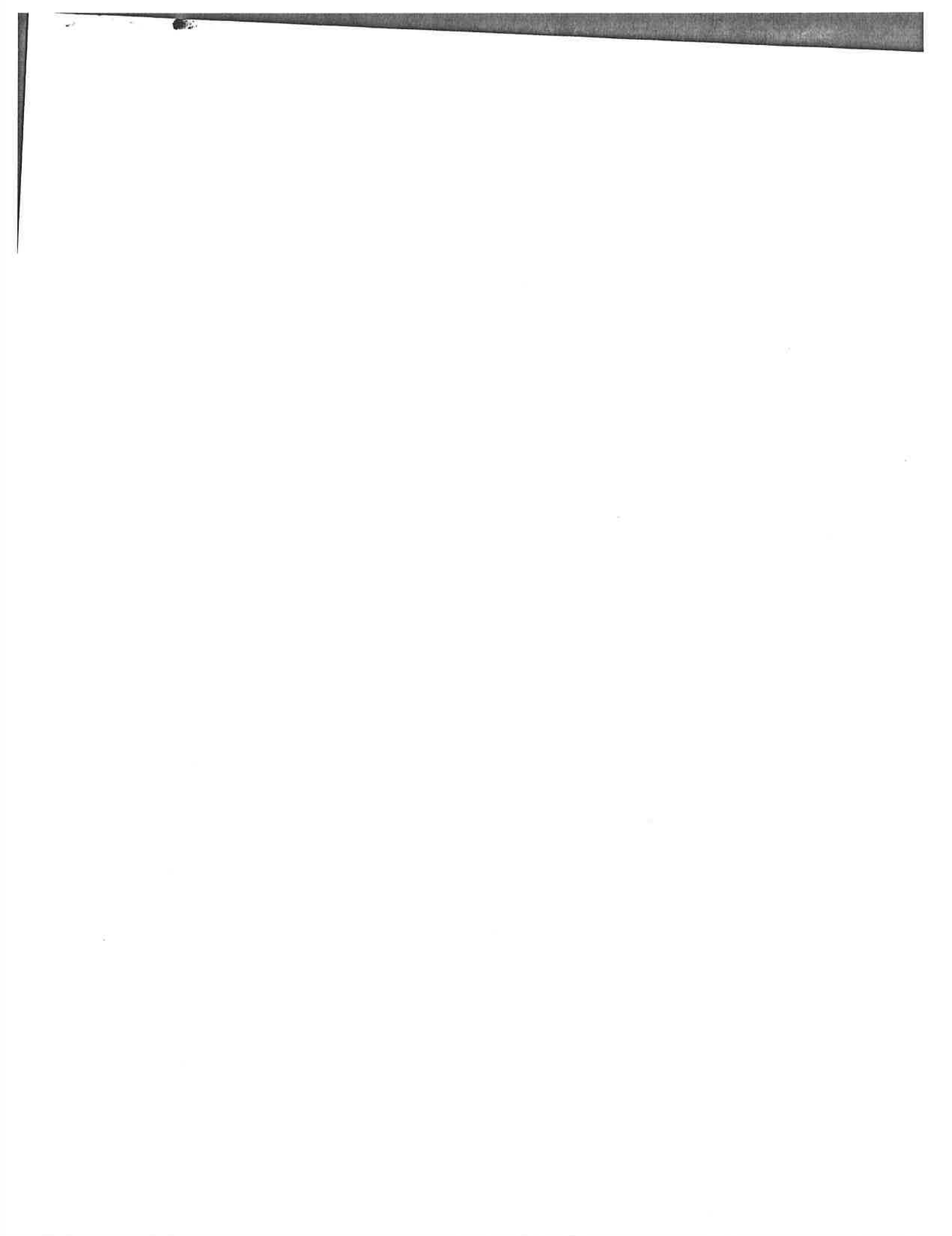
A: Newark's commitment to setting the City on a more sustainable path is reflected in its establishment of a new senior level position, Chief Sustainability Officer in 2016. This new office allows the City to coordinate a range of city agencies and community organizations to achieve ambitious sustainability goals, including a green storm-water infrastructure system, new efficiency and clean energy targets, and more support for community-led green initiatives, such as urban farming and tree-planting.

The city is building over 15 acres of riverfront parks, including a walking and biking trail, sports fields and courts, floating boat dock, riverfront boardwalk, playground and other settings for relaxation, picnics, exercise and environmental education. In fall 2017, work on three additional acres of urban parkland known as Mulberry Commons broke ground near one of the suggested potential sites for Amazon.

**2027: IMAGINE AMAZON NEWARK**

**YES**

**NEW  
ARK.**



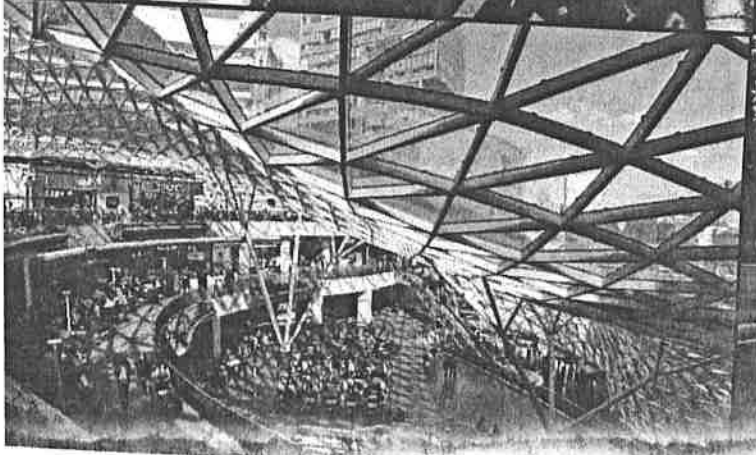
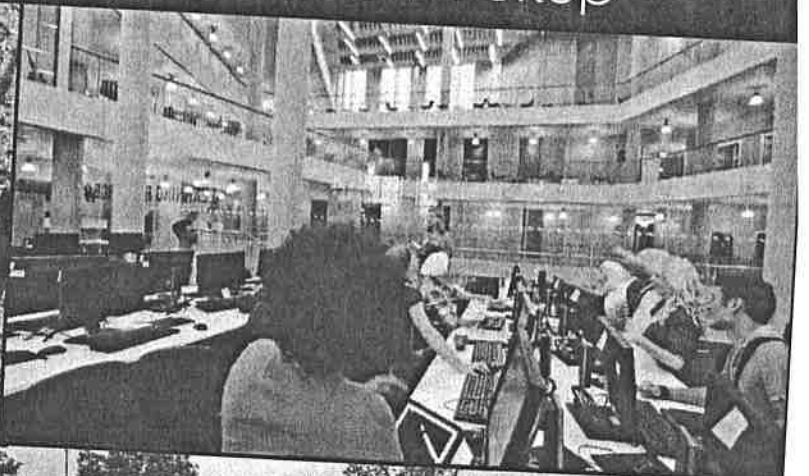




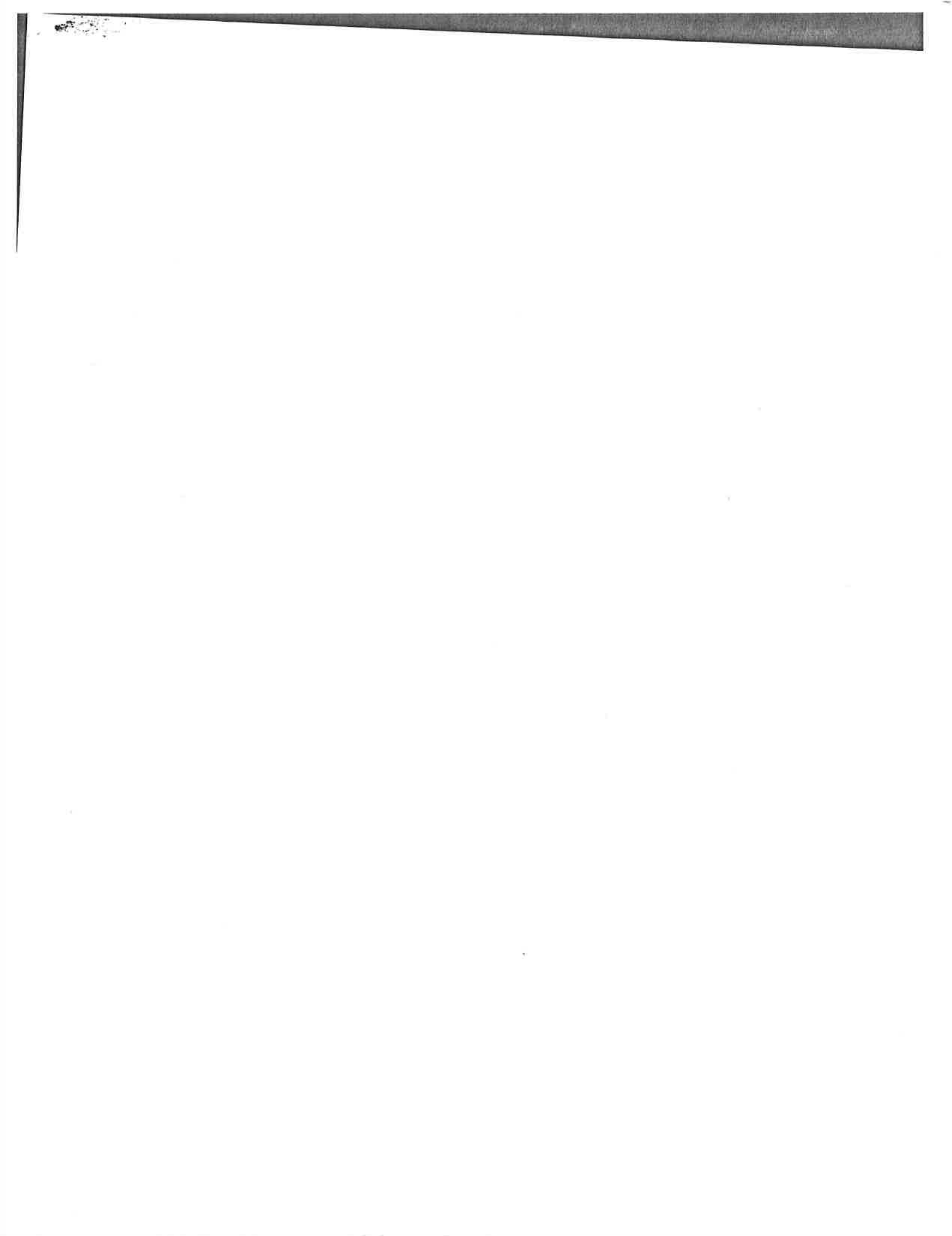
## 2027: IMAGINE AMAZON NEWARK

[www.YesNewark.com/amazon2027](http://www.YesNewark.com/amazon2027)

to view a video & Wired Magazine mockup







# HOW AMAZON AND NEWARK ARE DRIVING THE FUTURE FORWARD

WHEN AMAZON CAME TO TOWN, IT USHERED IN A NEW ERA OF GROWTH FOR NEWARK, NEW JERSEY.

BY VICTORIA SPAGNUOLO

It's a bright and beautiful morning in downtown Newark, New Jersey. The streets are bustling—a volunteer hands out flyers to commuters, advertising the upcoming annual Halloween dog parade in Riverfront Park. Just across the street, a banner is being raised on yet another brand-new storefront: "Grand Opening," the sign announces in large, colorful letters.

Sitting at Clara's Corner sidewalk café, enjoying a cup of coffee and watching the passersby, it's easy to forget that only ten years ago, Newark was just beginning its revitalization.

"My family moved [to Newark] from Brazil, and I grew up thinking that New York City was where all my dreams would come true," Clara Fernandes says as she pours out another cup of her enormously popular brew. She gestures at the line of customers snaking out the front door of her café. "But as I got older and saw all of the incredible things that were happening in my own backyard, I couldn't imagine opening my restaurant anywhere else."

At times, this city's rapid ascent into one of the country's premier cultural and economic centers does seem a little hard to believe. But Newark's comeback story was actually decades in the making—it just took a nudge from a certain company to accelerate the city's growth and thrust it onto a national stage.

## LOOKING BACK

As one of the state's largest and most diverse cities, Newark, New Jersey has an appropriately long and rich history. After experiencing an explosion of growth during the Industrial Revolution, Newark enjoyed many prosperous years as one of the country's busiest port cities. By the turn of the 20th century, Newark served as a hub of industry and commerce for the entire region.



**Clara Fernandes**  
Owner of Clara's Corner  
in Newark, NJ

When the Great Depression swept the United States, Newark's manufacturing industry was hit particularly hard. Much like the rest of the country, rising tensions in the 1960s culminated in a series of riots throughout the city, predating a period of struggle that lasted through the early 1990s.

Yet even then, the indomitable spirit of the city and its people remained unbroken.

The city embarked on an ambitious journey to rebuild—by the early 2000s, Newark's \$3 billion revitalization plan was a decade underway and rapidly accelerating. In addition to raising the Prudential Center and expanding both Rutgers University's and the New Jersey Institute of Technology's campuses, Newark also laid down more than 26 miles of dark fiber beneath the city.

This impressive technological advancement gave Newark's residents access to the largest outdoor Wi-Fi network in the United States and some of the fastest Internet download speeds in the world.

The city's location was another major asset. Newark is home to the world's second largest shipping port, as well as a major international airport that also serves as a Fed-Ex hub. Newark is a mere 18-minute train ride from New York City, and a highly developed web of rail lines and major highways put many other key cities, including Boston, Philadelphia and Washington D.C., easily within reach.

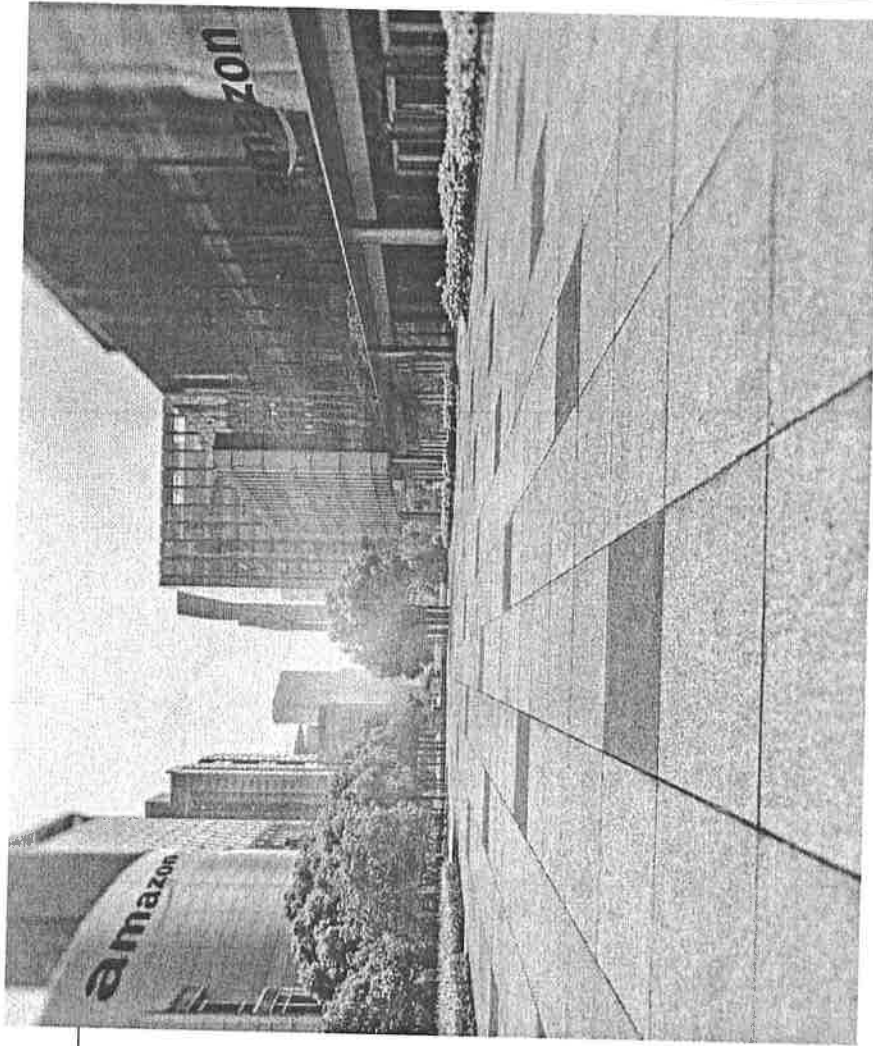
The city of Newark had always had the trappings of greatness—and the Newark of 2017 had capitalized on those natural strengths, making huge strides forward into the future by way of technological and cultural advancement. The city was poised on the brink of another major

breakthrough, and all it needed was a partner with the resources and capabilities to further accelerate the pace of its remarkable growth journey.

A partner like e-commerce and cloud computing giant, Amazon.

While on the hunt for the perfect site to open its second global headquarters, executives at Amazon came across Newark, New Jersey—and were immediately blown away by the city and its assets.

"Newark offered everything we were looking for," Amazon CEO Jeff Bezos said at the time. "An East Coast location that complemented our Seattle headquarters, a large population that represented the diversity of Amazon's current and future customer base, and an existing business ecosystem with unmatched depth in key industry verticals... It was the obvious choice for us."



## URBAN INNOVATION

Further strengthening the case for Newark was the fact that Amazon was no stranger to the area—Audible, an Amazon-owned audiobook giant, had relocated its headquarters to Newark in 2007, and expanded its presence in the city even further in 2016.

By 2018, Amazon had officially announced plans to open HQ2 in Newark, New Jersey. In addition to a \$5 billion company investment in construction, the project also came with a projected total of 50,000 new, high-paying jobs.

And suddenly, Newark's future seemed even brighter than ever.

### THE PERFECT PARTNERSHIP

After Amazon announced that Newark had been selected as the future location of HQ2, the city responded with a pledge of its own—to work hand-in-hand with the company to fast-track Newark's growth in the years to come. Since then, the City of Newark has made good on its promise... and then some.

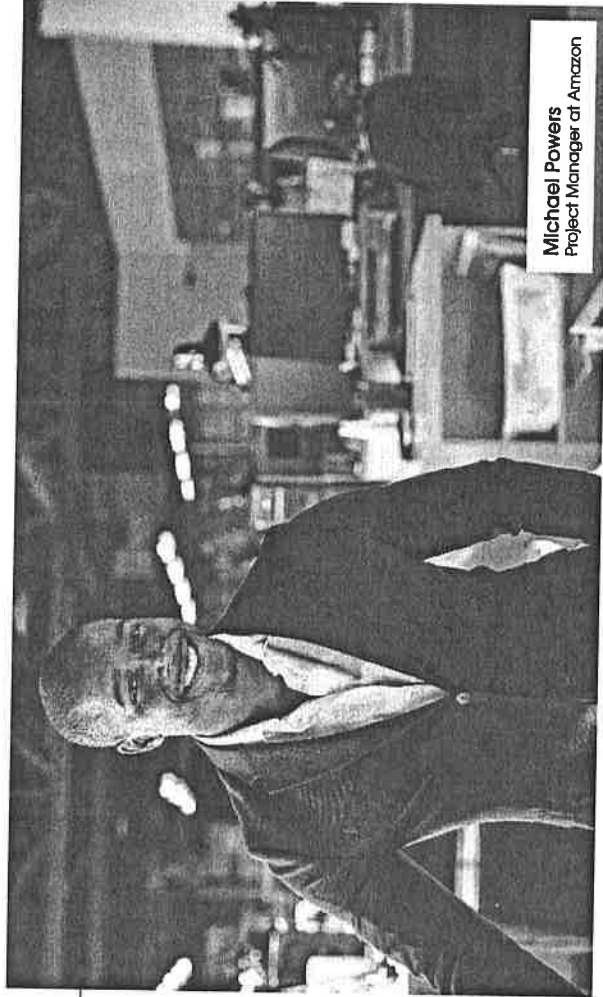
Recognizing Amazon's vested interest in its Internet capabilities, Newark pledged an additional \$10 million in ongoing technology upgrades and expansion for the 26 miles of dark fiber already laid under the city. Today, Amazon's HQ2 campus enjoys the United States' fastest, largest outdoor Wi-Fi network and 10 gigabit-per-second download speeds for free—as do all of Newark's residents and local businesses.

## "INCREDIBLE THINGS WERE HAPPENING IN MY OWN BACKYARD"

- CLARA FERNANDES

Around the same time that Amazon broke ground on HQ2, Newark kicked off a large-scale construction initiative of its own. Shaping the city's expansion around Amazon's new headquarters, hundreds of historic buildings were renovated and restored while high-end and affordable housing options were quickly raised within walking distance of the HQ2 campus. Plans were also drawn for the creation of public recreational spaces, including more city parks and a youth center.

Within a few short years, the city landscape featured many new attractive additions. Mulberry Commons received multiple awards for excellence within a year of its completion, while downtown Newark currently boasts a



**Michael Powers**  
Project Manager at Amazon

wide range of boutique shops and restaurants, state-of-the-art public transportation, and a nightlife scene that rivals that of any major city.

The many amenities in Newark, coupled with the allure of Amazon's presence, have led to a noticeable surge in population—many of these residents skewing younger than before. In addition to drawing hundreds of new employees from nearby Manhattan, Amazon has also been able to tap into the massive pool of upcoming regional talent by way of its prestigious college internship program. Students hailing from the New Jersey Institute of Technology, Rutgers, Princeton, Cornell, NYU, and more, now call Newark home.

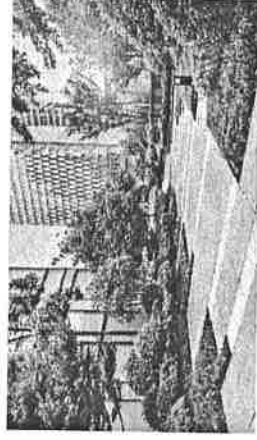
Michael Powers, currently employed as a Project Manager at Amazon, is one of many local success stories that have emerged over the years. A Newark native, he credits Amazon with giving him the boost he needed to overcome the odds.

"I grew up in a single-parent household, and we never had much," Powers says, seated comfortably behind the large desk in his office. "It was hard for me to see past my day-to-day struggles... I didn't really have plans for the future."

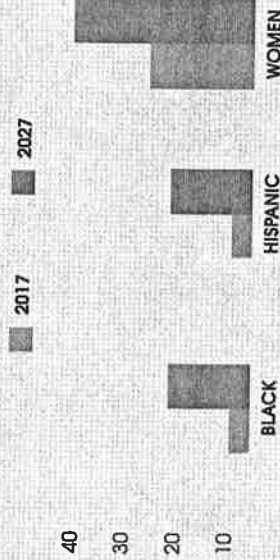
That attitude changed when Amazon moved to town. Inspired and determined to get a job with the company, Powers renewed his efforts in school—his stellar grades and low-income background ultimately qualified him for Rutgers University's free tuition program. While a student at Rutgers, he took advantage of Amazon's close rela-

## WHAT IS DARK FIBER?

Dark fiber is unused high-speed fiber optic cable that provides internet bandwidth throughout a city. The fiber is referred to as "dark" when its capacity is unused—companies often lay down more fiber lines than are needed at the time, so that they can tap into its enormous potential in the future. At the time Amazon broke ground in 2018, Newark had 26 miles of underground fiber, much of which was "dark," allowing Amazon to plug in at nearly any bandwidth they desired. With the site's proximity to a major carrier hotel at 165 Halsey Street, Amazon could access world-class speeds over 100gbps through Newark's unique public/private partnership Newark Fiber.



## PERCENTAGE OF BLACK, HISPANIC AND FEMALE MANAGERS AT AMAZON: 2017 AND 2027





**Terry Watson**  
Local Newark Business Owner

"In my opinion, the people have always been one of the city's greatest assets. There's just so much natural talent around here," Powers concludes. "Amazon saw that potential, and it paid off in spades for everyone."

#### PUTTING THE NEW IN NEWARK

Amazon is now an indelible part of the new and improved Newark. The region's single largest employer, Amazon is openly celebrated by newcomers and longtime residents alike.

Terry Watson, a local business owner in Newark, New Jersey, still marvels at the difference. "I've always loved this place, but Amazon really helped take it to the next level," she says.

When exploring downtown Newark, it's easy to understand what Watson means—there's no shortage of things to do and to see here. The New Jersey Performing Arts Center consistently showcases some of the best artists of national and international fame, while free city-sponsored outdoor coding classes, held on the grassy three acres of Mulberry Commons, never fail to attract a crowd. Large and beautifully landscaped public spaces, including the re-

In Newark, Amazon's HQ2 employees also enjoy an enviable high quality of life. The city offers some of the most affordable luxury housing options in the greater New York City area, while nearby Newark Liberty International Airport grants employees easy access to the country and the world. Perhaps most attractively, the city itself is a virtual melting pot—it represents dozens of different races and cultures, and celebrates them all.

The population of Newark and its surrounding areas isn't only rich with diversity—it's also huge. Nearly 40% of Americans are within one day's drive of Newark, and Amazon wasted no time in taking advantage of that incredible reach. Over the past decade, the vast pool of consumer data collected from the region has played an integral role in shaping Amazon's customer relation policies and guiding new product development. A significant portion of Amazon's most popular services, now offered nationwide, can trace their beginnings back to Newark. For example, Amazon's famed drone-delivery system, which enables the company to deliver a whopping 70% of its inventory to customers within an hour of ordering, was first tested by the residents of Newark, New Jersey.

Amazon also recognized that Newark's proximity to major corporations and local entrepreneurs presented its own unique opportunity—the company quickly spearheaded multiple collaboration initiatives, with the intent of driving forward innovation at an unprecedented rate. Today, Amazon's start-up lab regularly churns out exciting new developments in the world of technology and manufacturing. It's also rumored that Amazon has partnered with nearby BMW to further refine self-driving car technology, and it will soon be launching field tests on automated delivery vehicles in the Newark area—a move that would eventually bring Amazon's delivery costs to new lows.

By instigating change through collaboration, Amazon played a key role in shifting public perception of Newark to that of a world-renowned hub of innovation. Newark is now synonymous with the term "smart city," a reputation that's supported by cutting-edge advancements such as the construction of multiple zero-carbon-footprint office buildings downtown and the recent launch of a free citywide cellphone coverage plan for all residents. And so in recent years, Newark has added yet another accolade to its growing collection—its new status as the East Coast's Silicon Valley.

At the 2027 North American Growth Summit, a national tech convention hosted in downtown Newark, Amazon

CEO Jeff Bezos reaffirmed the company's commitment to the city during his keynote speech.

"Over the past 10 years, we've found a true partner in the city of Newark," Bezos said. "Choosing Newark as our home not only contributed to our fiscal growth, but it's also improved the lives of those around us, creating a new sense of purpose for Amazon."

## "WE'VE FOUND A TRUE PARTNER IN THE CITY OF NEWARK"

—JEFF BEZOS

On its current trajectory, Newark is poised to become the leading growth market in the United States—and, quite possibly, in the world. And when you look at it that way, Amazon's \$5 billion initial investment could actually be considered the deal of a lifetime.

As Clara Fernandes bustles around her thriving neighborhood café, pouring coffee and serving out slices of her famous Brazilian sweet cornmeal cake, she echoes a similar sentiment. "When I look back at what it cost me to get this place up and running, compared to what it's worth now... there's just no comparison," she says, looking around at the packed tables with pride. "I'm so glad I didn't miss out on this. Newark is truly a once-in-a-lifetime opportunity."

And reflecting back on all that Amazon has gained from Newark in return, we think it's safe to say that Amazon agrees. ■



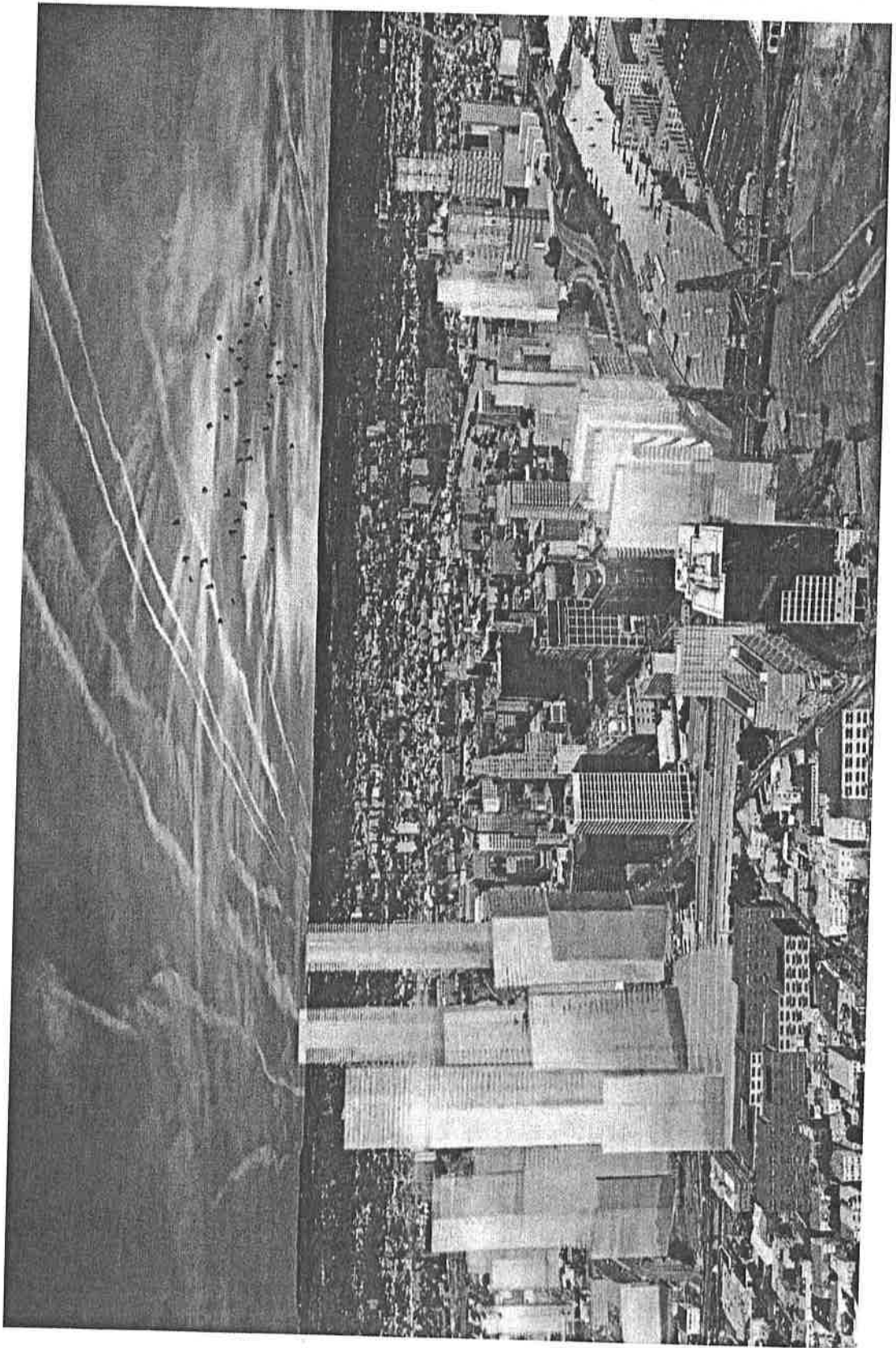
**YES, LOCATION.**

**YES**

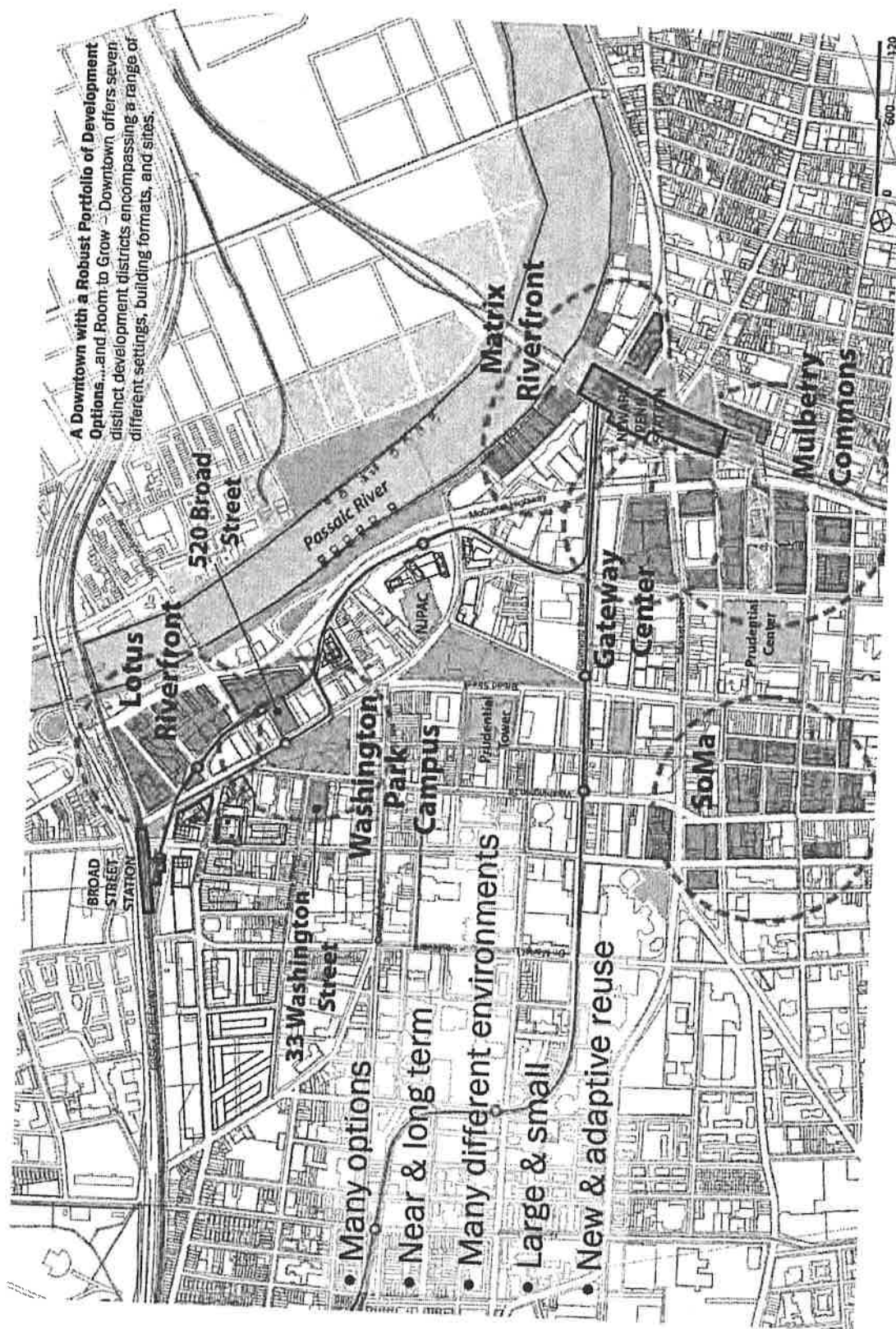
**NEW  
ARK.**







# LOCATION



Development Sites

**A Walkable Downtown** - Downtown Newark is compact in size and similar in scale to Amazon's footprint in South Lake Union. It not only has an existing fabric of the kind of human scaled streets blocks that make pedestrian activity possible, but the urban parks, street-oriented amenities and institutions that foster and promote a culture of walking. The combination of walkability, centrally located, "ready-to-go" development opportunities, allows the rare potential for Amazon to offer a complete urban ecosystem: live, work, and play.

**A Connected Downtown** - Newark's existing transportation infrastructure will provide Amazon's second headquarters with ready access to the world, the rest of metropolitan region and Downtown itself. Downtown Newark's easy ten minute cab or train ride to Newark International Airport will allow Amazon Second Headquarters executives to go anywhere in the world, with an ease that no location in the New York metropolitan area can match. The presence of Newark Penn Station puts every city along the Northeast Corridor an Acela ride away. These transit options also put all of the arts, restaurants, educational and cultural institutions, and diversity of the New York Metropolitan area at Amazon's doorstep.

**A "College Town" Downtown** - Downtown Newark has two major research institutions, Rutgers University-Newark and New Jersey Institute of Technology, with downtown campuses that are minutes' walk to each of the development sites, and increasingly woven into the fabric of downtown. With exciting new collaborative ventures like Express Newark and the new Rutgers Honors Living Learning Community at Military Park; and Rutgers Business School, which together with Audible.com anchor the emerging Washington Square, Amazon's new headquarters will benefit from the energy - and workforce - of a real college town.

**A Downtown of Culture and Entertainment** - with venues like NJ Performing Arts Center, and Prudential Arena, home to NHL's Devils, Red Bulls Arena, Downtown Newark offers headquarters' staff the opportunity to walk to live music, drama and dance, as well as major league and college sports after work. And as the cost to mount live performance elsewhere in the metropolitan area become prohibitive, new smaller venues in Newark are emerging to complete the scene.

**A "Walk to Work" Downtown** - Downtown Newark's many existing and upcoming residential neighborhoods combined with its walkable street grid, offer very real opportunities for downtown living and a "walk to work" lifestyle. The range of choices for singles and families alike is broad: from historic neighborhoods like the Ironbound, and the James Street Neighborhood, to emerging districts, in and adjacent to Downtown, like the recently opened Teacher's Village which offers a gleaming, contemporary vision of downtown living, and the thousands of recently developed new apartments in downtown Harrison across the river.

**A Downtown of Diverse and Affordable Choices** - Downtown's two NJ TRANSIT commuter rail stations, and PATH station, puts Downtown Newark within a half hour of an incredibly broad range of affordable lifestyle options - from the Jersey Shore's beach bungalows to walkable small town "transit villages" like Montclair and Maplewood; and from classic suburban communities like Radburn, and Woodbridge to the trendy urban neighborhoods of Hoboken and Jersey City.

**A Recreational Downtown** - the livability of Downtown goes beyond its plethora of downtown residential options. Downtown residents can enjoy historic open spaces such as Military Park and Washington Square which have the intimacy of the best urban parks and square, yet are big enough to stage corporate events. Newer parks such as Mulberry Commons which anchors the emerging Arena District near Newark Penn Station, and the Riverfront Park which is currently in development together with the new Whole Foods offer a more contemporary vibe, providing Downtown with the sine qua non of urban living.

**A Riverfront Downtown** - Downtown Newark's Passaic riverfront, which sits at the foot of the Downtown core, is poised for a new era with the redevelopment of the Riverfront Park. With the advent of the new park, the river will weave a green ribbon through downtown, offering new recreational outlets for downtown office workers and residents alike. The new Riverfront Park will make the it a daytime resource for office workers looking for a place to stroll, residents going for an after work run, or a weekend bike ride.

**A Downtown with a Robust Portfolio of Development Options**...and Room to Grow - Downtown offers six distinct development districts encompassing a range of different settings, building formats, and sites. These districts range from the Mulberry Commons, only steps away from the Newark Penn Station, the Ironbound and centered on Newark's newest park; two riverfront districts with their splendid views and a new waterfront park; and the Washington Park Campus, already home to Audible.com and Rutgers. These districts offer the potential for an urban district integrated into the surrounding fabric, an entire self-sufficient campus, or a sites distributed amongst the various districts for diversity.

**An Authentic Downtown** - Newark is a city with a rich history of innovation and inspiration going back over three centuries. It is a city with an authenticity to match its "great bones." It the past several decades, it has gone through the cycle of decay and regeneration that the rest of urban America has witnessed. But years of long term strategic planning, collaboration between the City, State, business, institutional, and community leaders, and large-scale investments are now yielding real benefits. It is a city which great corporations have called home, and continue to prosper in today. And it is a City running full speed into the future. We look forward to the opportunity to partner with Amazon, and enter into this new era together.

## Downtown Newark

**YES**  
NEW  
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

Downtown Newark has a proliferation of available sites for development. The next page highlights what we feel are the best obvious and most shovel-ready opportunities for Amazon to build an HQ2 in the timeframe they have provided. The two main sub-neighborhoods within the downtown are centered around our two main commuter rail hubs – Broad Street Station and Newark Penn Station.

Both neighborhoods offer hundreds of thousands of square feet of existing office space – enough to satisfy Phase I's needs and allow for a move in date in 2018. They also have shovel ready vacant sites that allow Amazon to build to suit with the one most ready for construction literally next door to Newark Penn Station.

- For Phase I, we offer several existing office buildings with plenty of space available today for Amazon's initial workforce. These buildings consist of 33 Washington Street, 520 Broad Street around Washington Park and the Gateway Center Complex near Newark Penn Station. In addition, we have acres of vacant land that have been preparing for development which can accommodate

Amazon's needs today. Included in this collection is the Matrix - Riverfront site which was already in the process of applying for site plan approval even before the HQ2 announcement. This site could offer a Phase I build to suit option more quickly than anywhere else.

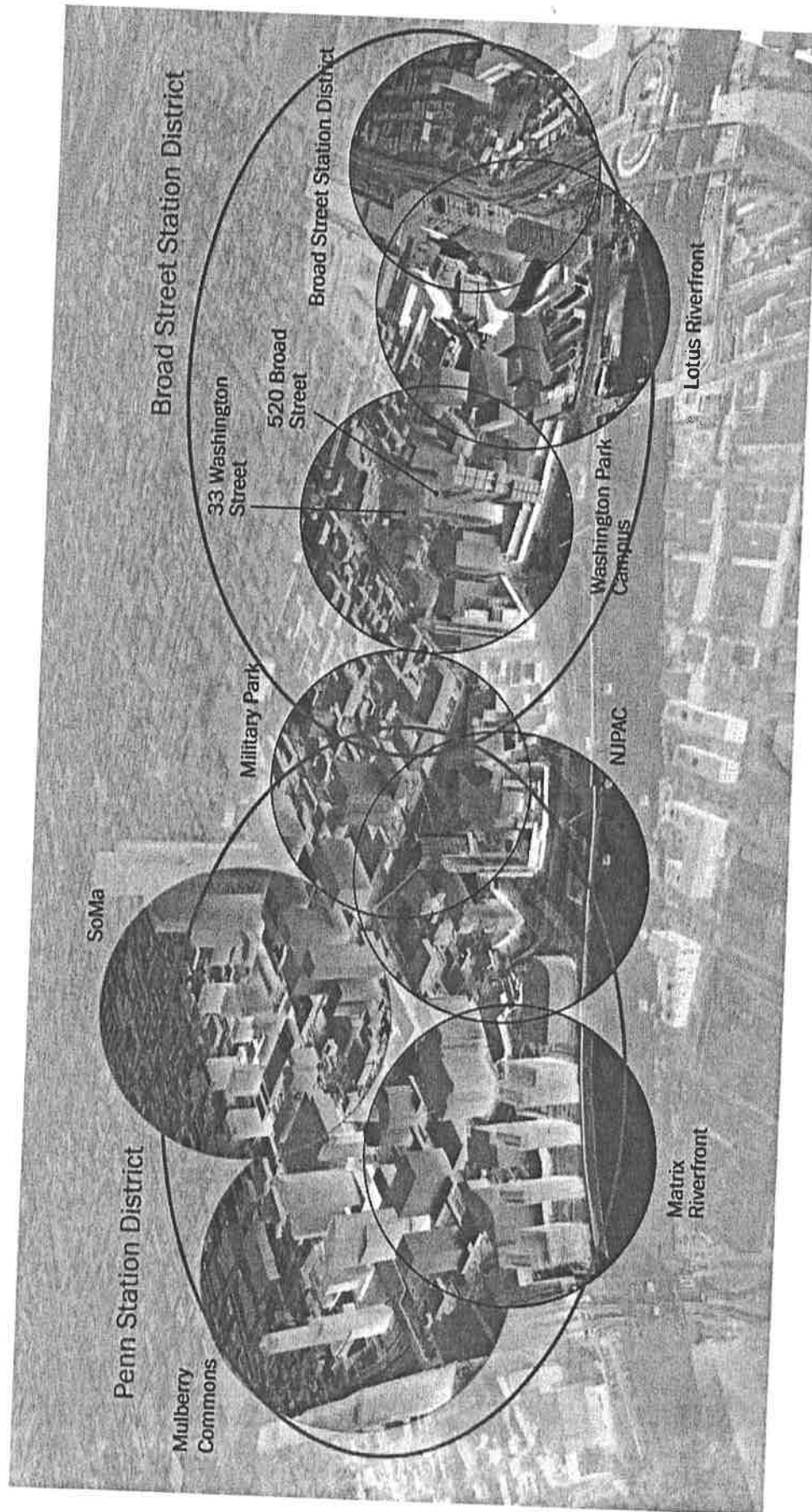
- For Phases II and III, we offer sites ranging from the Lotus-Riverfront collection to Mulberry Commons to RBH-SoMa. Each are oriented towards one of our two train stations and all allow for an urban campus that can concentrate or disperse Amazonians to the extent desired by the company.

This presentation will walk you through the walkability, connectivity, and potential of Downtown Newark before getting into a closer look at both the Washington Park – Lotus Riverfront neighborhood near Broad Street Station and the Newark Penn – Mulberry Commons – RBH-SoMa neighborhood. All together, these parcels can accommodate at least 15 million square feet of office space in addition to supplemental retail and housing.



| District             | Site                   | Type               | Phase     | Size       | Timeframe              | Cost          | Zoning   | Ownership                                     |
|----------------------|------------------------|--------------------|-----------|------------|------------------------|---------------|--|---|
| Broad Street Station | Washington Park Campus | Existing Buildings | Phase I   | 600,000 SF | Immediate Availability | ~\$20 - 25/SF | Broad Street Station District Plan   | Private - Berger Org & IDT                    |
|                      | Lotus Riverfront       | New Construction   | Phase I   | 500,000SF  | 2018 Groundbreaking    | TBD           | Broad Street Station District Plan + Riverfront Public Access and Redevelopment Plan | Private - Lotus Equity Group                  |
|                      |                        |                    | Phase II  | 1.5M SF    |                        |               |  |   |
| Newark Penn Station  | Matrix Riverfront      | New Construction   | Phase I   | 1M SF      | 2018 Groundbreaking    | TBD           | Newark Plaza Urban Renewal Plan  | Private - Matrix                              |
|                      |                        |                    | Phase II  | 1M SF      |                        |               |  |   |
|                      | Gateway Center         | Existing Building  | Phase I   | 655,00 SF  | Immediate Availability | ~\$34/SF      | Living Downtown Plan   | Private - Lotus Equity                        |
|                      | Mulberry Commons       | New Construction   | Phase I   | 1M SF      | 2018 Groundbreaking    | TBD           | Living Downtown Plan + Downtown Core Plan + Zoning Ordinance                         | Private - Edison Properties and J&L Companies |
|                      |                        |                    | Phase II  | 2M SF      |                        |               |  |   |
|                      |                        |                    | Phase II  | 3M SF      |                        |               |  |   |
|                      | RBH-SoMa               | New Construction   | Phase I   | 1M SF      | 2018 Groundbreaking    | TBD           | Living Downtown Plan   | Private - RBH Group                           |
|                      |                        |                    | Phase II  | 2M SF      |                        |               |  |   |
|                      |                        |                    | Phase III | 3M SF      |                        |               |  |   |

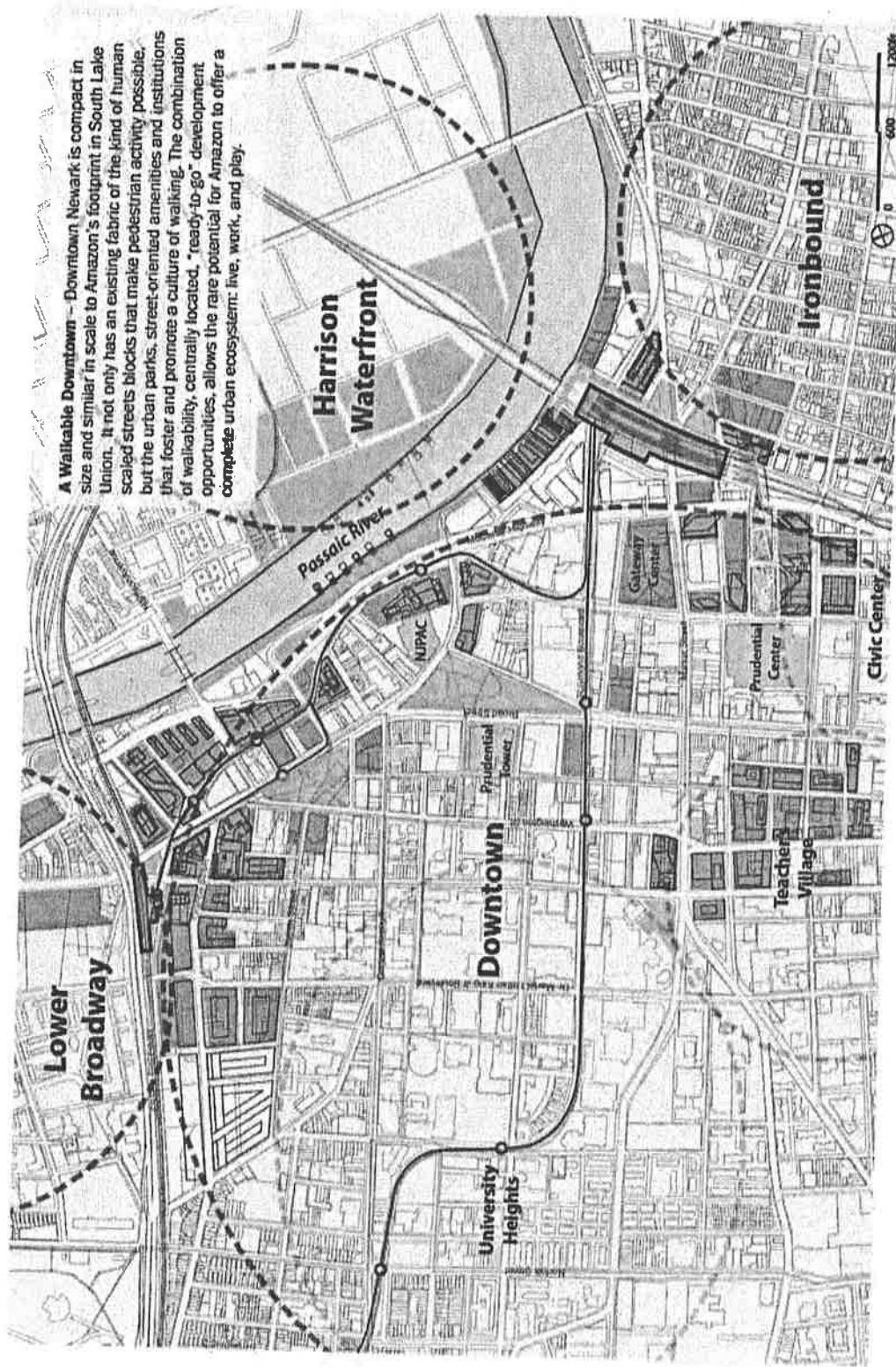
All sites have access to 10gbs fiber + 26kv or 69kv electric.



## Overall Development Landscape

**YES**  
NEW  
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



## Walk to Work Neighborhoods

**YES** NEW ARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



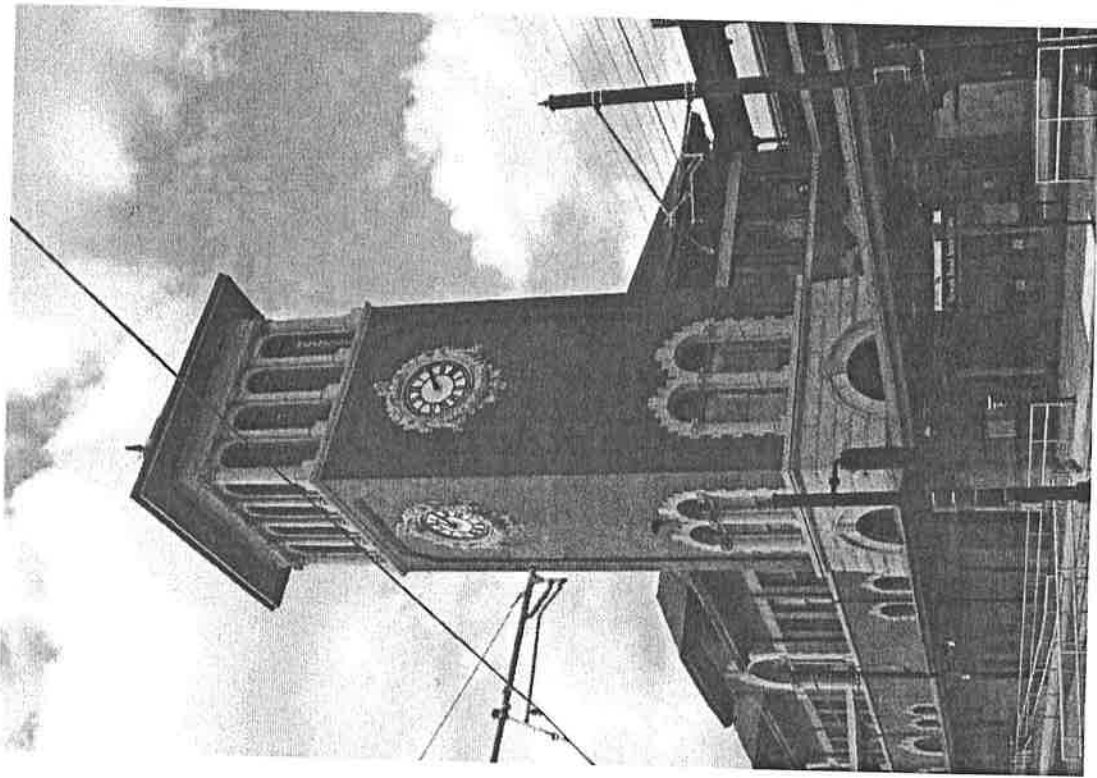
# BROAD STREET STATION DISTRICT

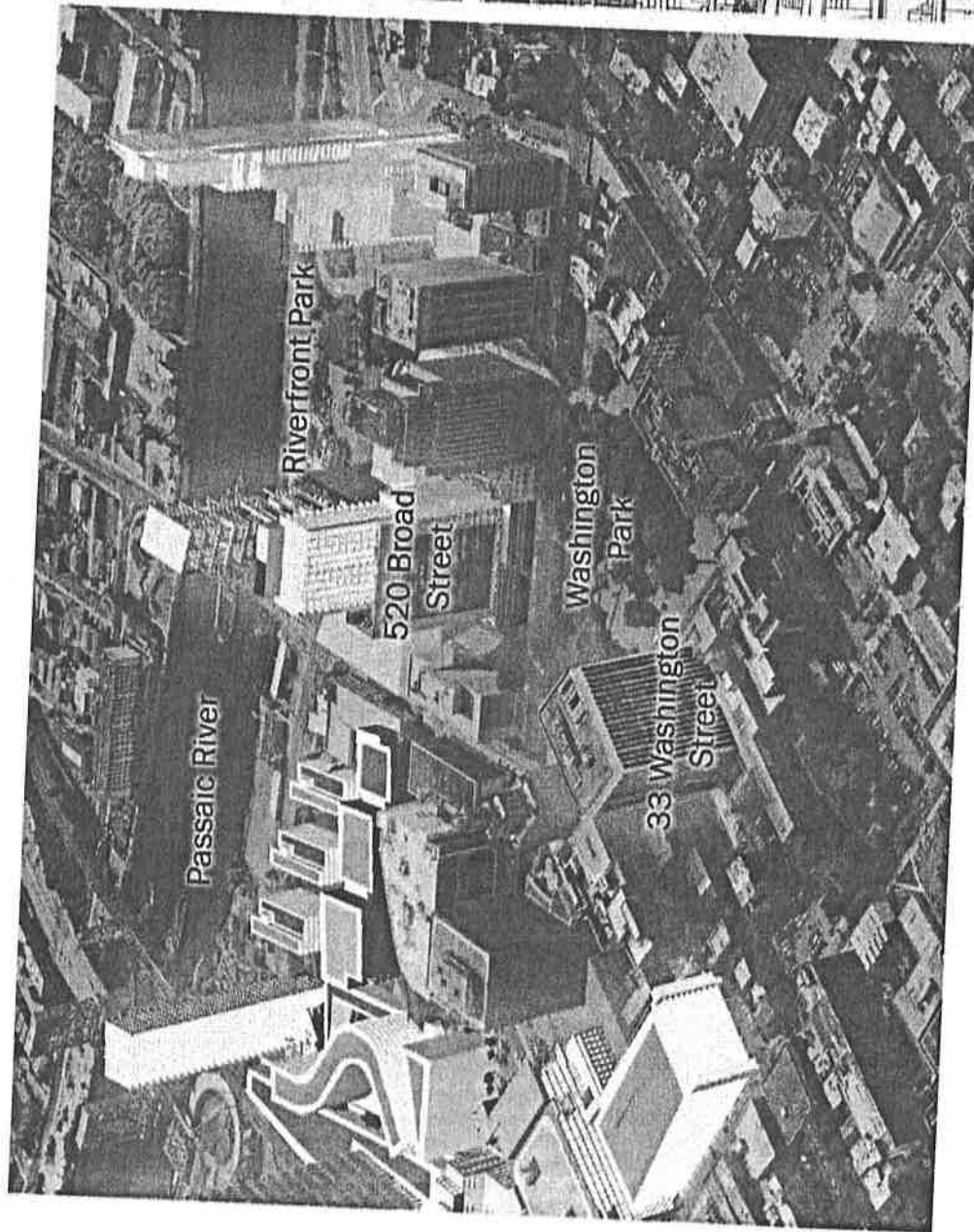
The Broad Street Station District is in the midst of a dramatic transformation. Audible's expansion project will be completed in 2018, along with the anticipated commitment of funds for the restoration of Washington Park. Several large redevelopment projects are slated for the Lotus-Riverfront and Washington Park areas, all an 18-minute train ride from Manhattan.

There is over 600,000 SF of existing move-in ready office space around the park. 33 Washington Street has 250,000 SF across 10 floors. The building is next door to Audible's expansion and enjoys the park as its front yard. It's only two blocks away from Broad Street Station offering a commute from its front door to New York Penn Station of 27 minutes. Just two and a half blocks from Rutgers University and New Jersey Institute of Technology, this would be an ideal home for part of Phase I.

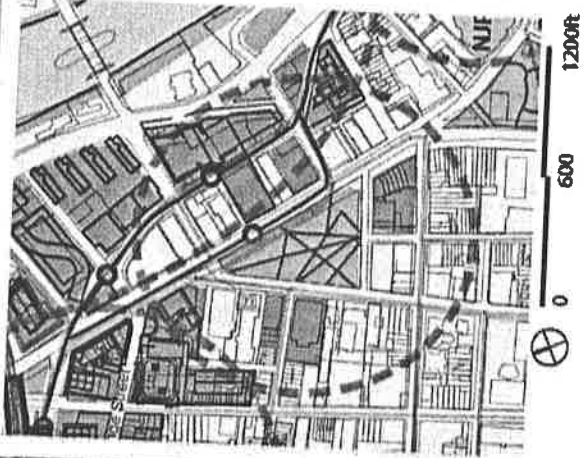
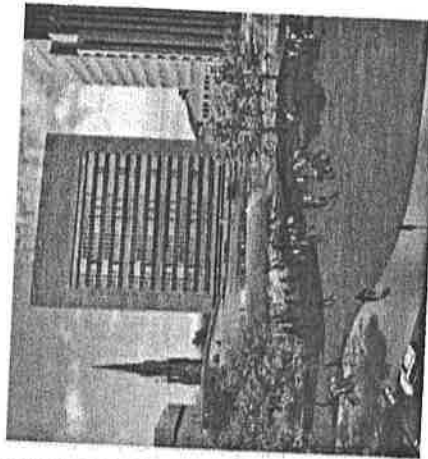
The other part would be directly opposite at 520 Broad Street giving Washington Park a campus feel bordered by Amazon, Audible, the Newark Museum, and Rutgers Business School. This LEED certified building has 350,000 SF available with floor plates of 25,000 SF for most floors and 41,000 SF on the lower floors. Leasing around \$20 SF plus a 300,000 SF parking garage across three acres on Route 21 that can be used as is or developed into additional office space. Both 33 Washington and 520 Broad are mere steps away from two light rail stops.

In addition, the Lotus-Riverfront site has 12 acres of land ready for build to suit construction and would truly give Amazon an urban corporate campus with several rail stops on site steps from research universities. The neighborhood is seeing major real estate development and retail expansion in addition to Audible's project. The Newark Museum is investing \$5 million in remodeling their front entrance and gallery space while the Library is about to embark on a major capital campaign. Arcade - where bar patrons can play classic arcade games - opened recently and is just steps away from classic Irish pubs and Whole Foods.



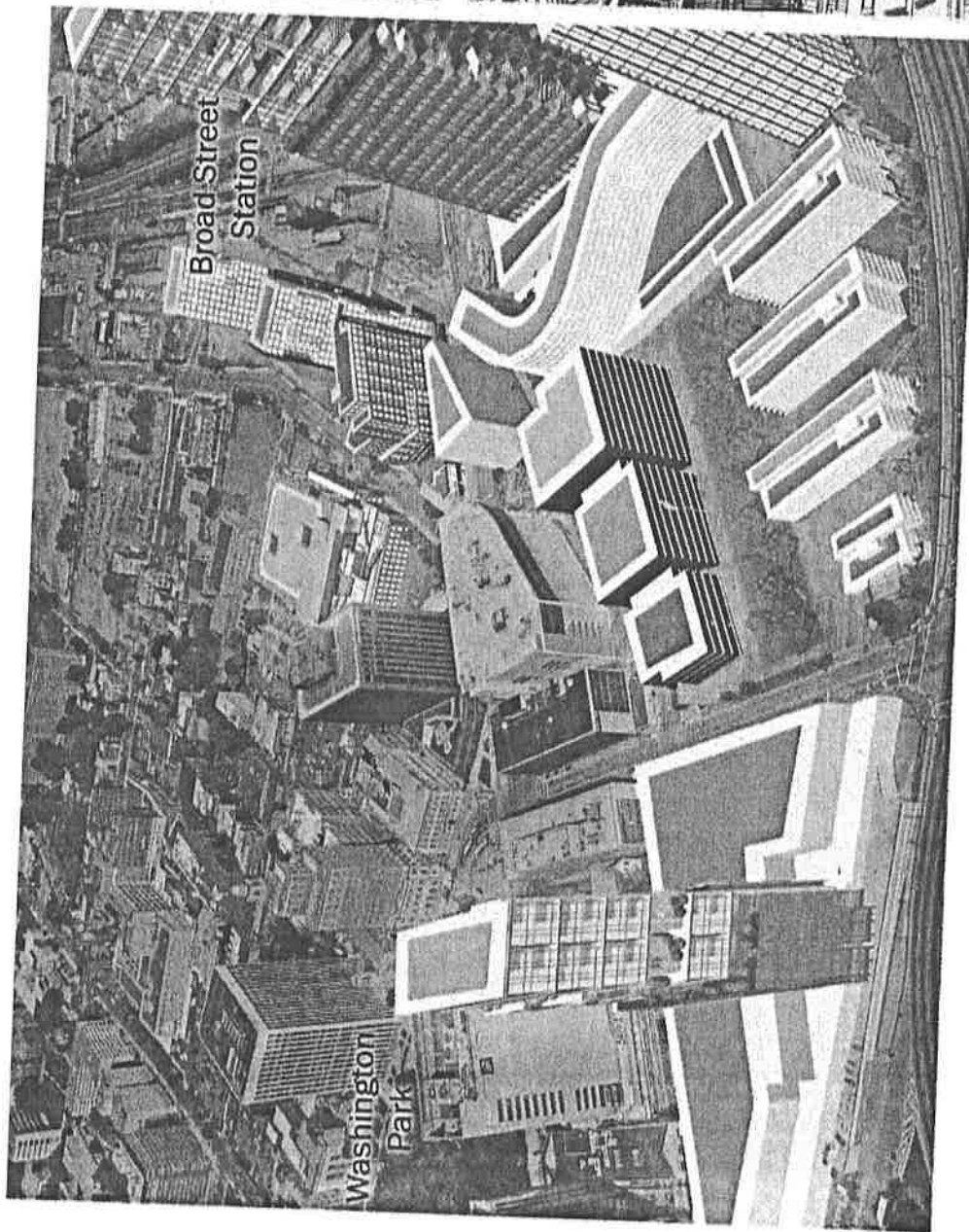


Washington Park Campus

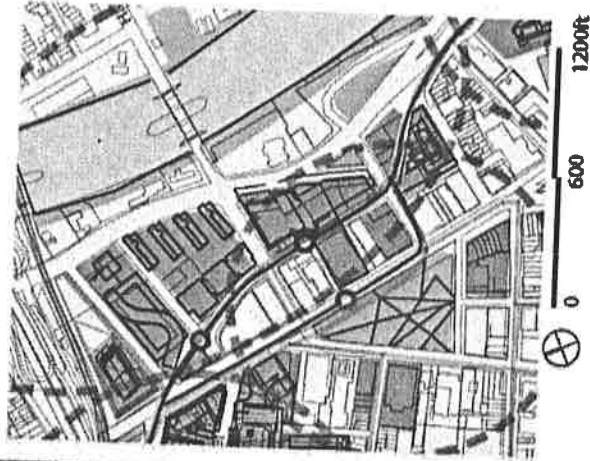
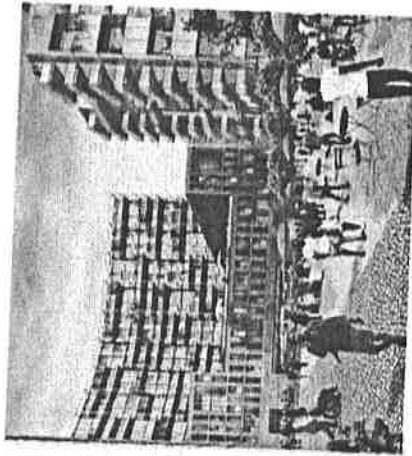


**YES** NEW ARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



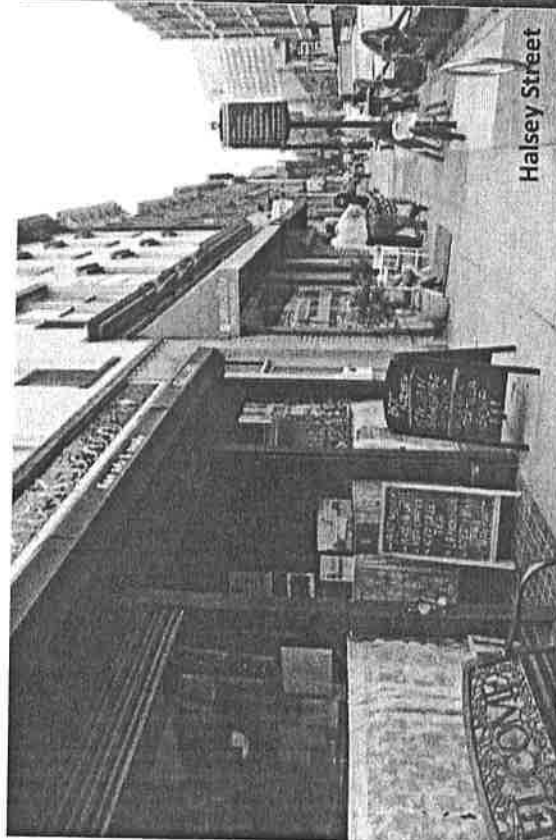


Lotus Riverfront

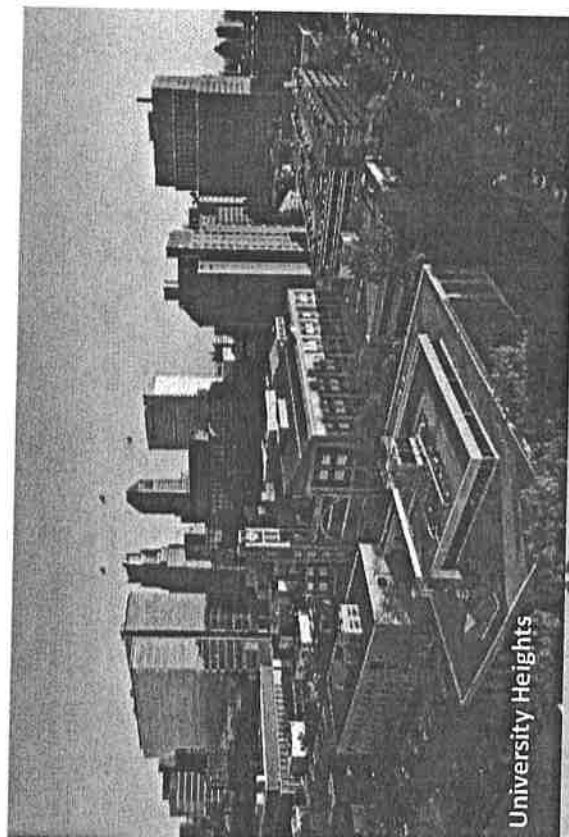


**YES** NEW ARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

# BROAD STREET STATION NEIGHBORHOOD



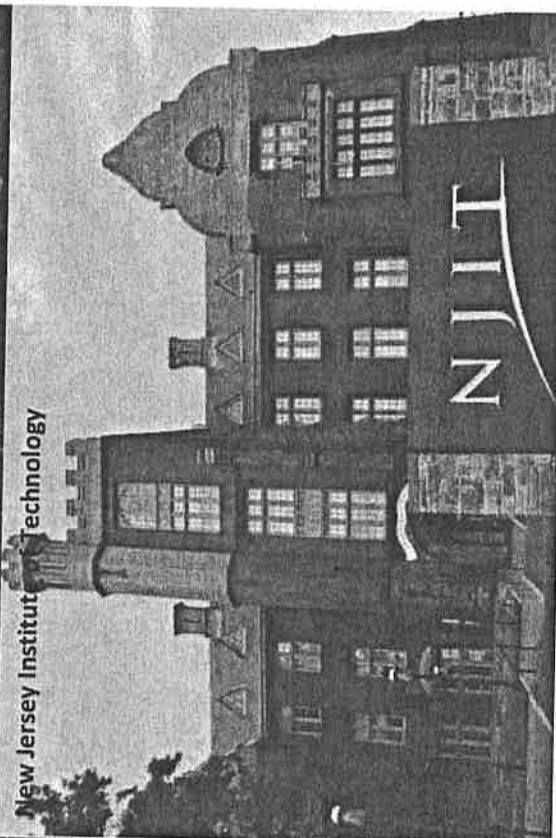
Halsey Street



University Heights



Rutgers University



New Jersey Institute of Technology

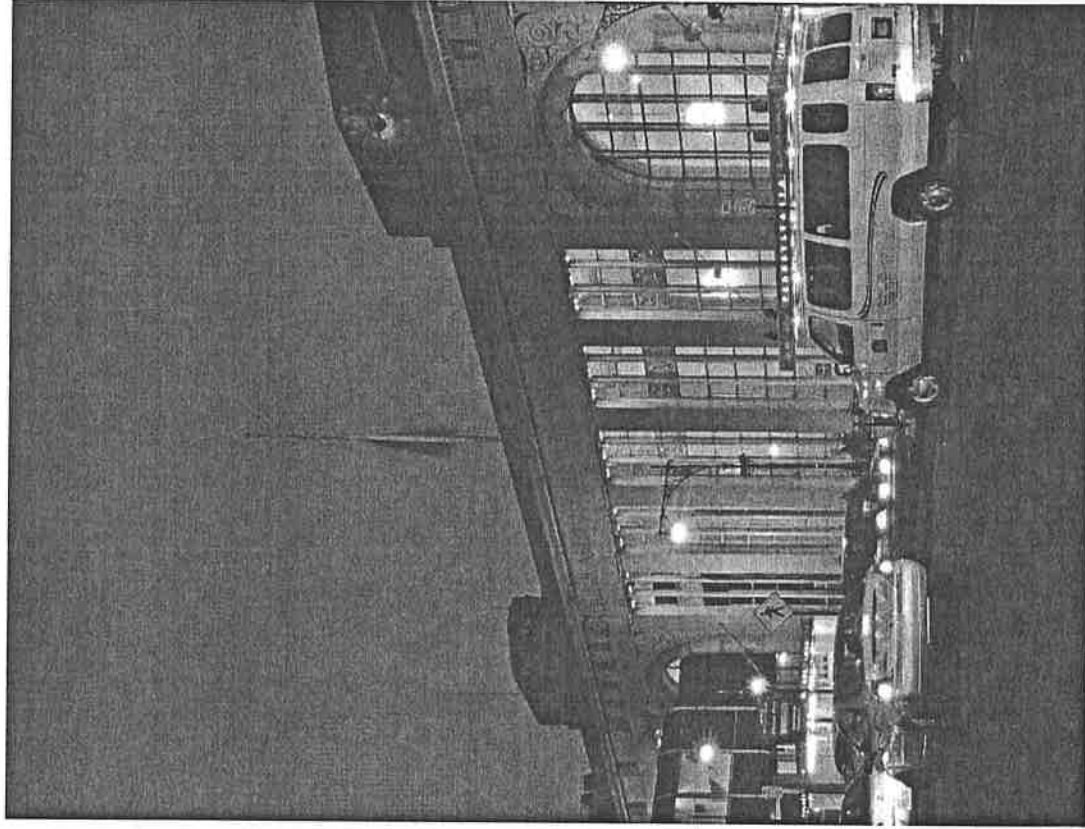
# NEWARK PENN STATION DISTRICT

Newark Penn Station is the heart of the transportation network in North Jersey. The station serves NJ Transit, PATH and Newark Light Rail while acting as corridor to link the Downtown and vibrant Ironbound neighborhood. There are an abundance of development sites here currently serving as commuter parking while being prepped for new large-scale future development.

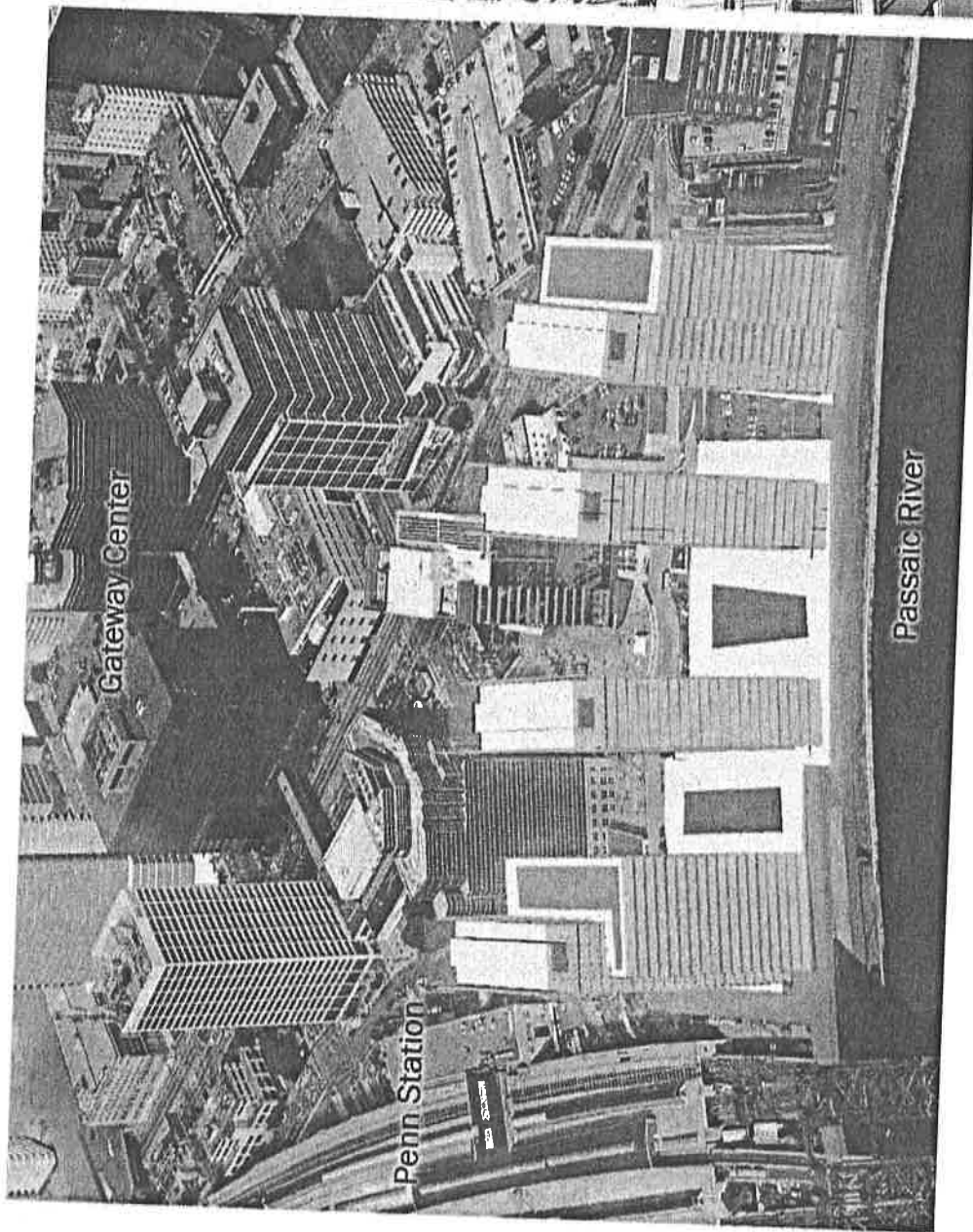
Gateway Center sits directly adjacent to Newark Penn Station and offers 650,000 Class A space that is ready to move in today. The complex contains four towers and one hotel and connects to Penn Station sky bridges, which contain retail. 2 Gateway is home to 10gbs Newark Fiber as well as a co-working company known as Equal Space and an art gallery, Project for Empty Space, that bring a type of street life to the corridor

For new build, the Matrix-Riverfront site was already seeking approvals to build a parking garage base before the HQ2 announcement. The entire 5-acre site will be home to four buildings and Phase I can accommodate 500,000 to 1 million SF of office space. This site offers the closest location possible to Penn Station and is minutes from Gateway Center and Mulberry Commons.

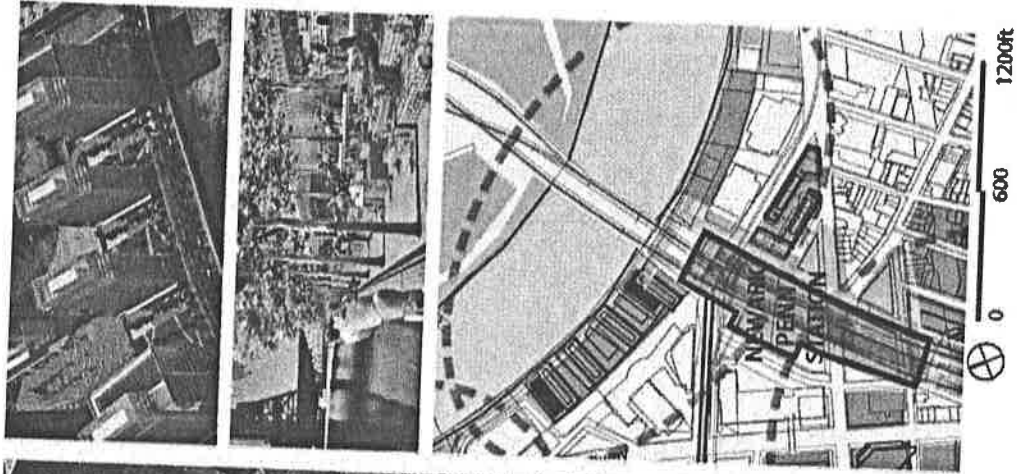
Immediately south of the complex sits Mulberry Commons. This will be a three-acre urban park uniting Downtown with the Ironbound via a bridge connecting to the Penn Station platforms. A former warehouse on site is being transformed into a state-of-the-art, 450,000 sf office building with street-level retail. The area offers over 15 acres of vacant land currently in the early stages of development. And to the west integrated with the historic Downtown is RBH-SoMa offering 9 acres of new build and historic rehabilitation for a client looking to blend in seamlessly with the urban fabric. SoMA has already seen over 200 units and several new retail establishments open up and is continuing to move forward with mixed-use plans.

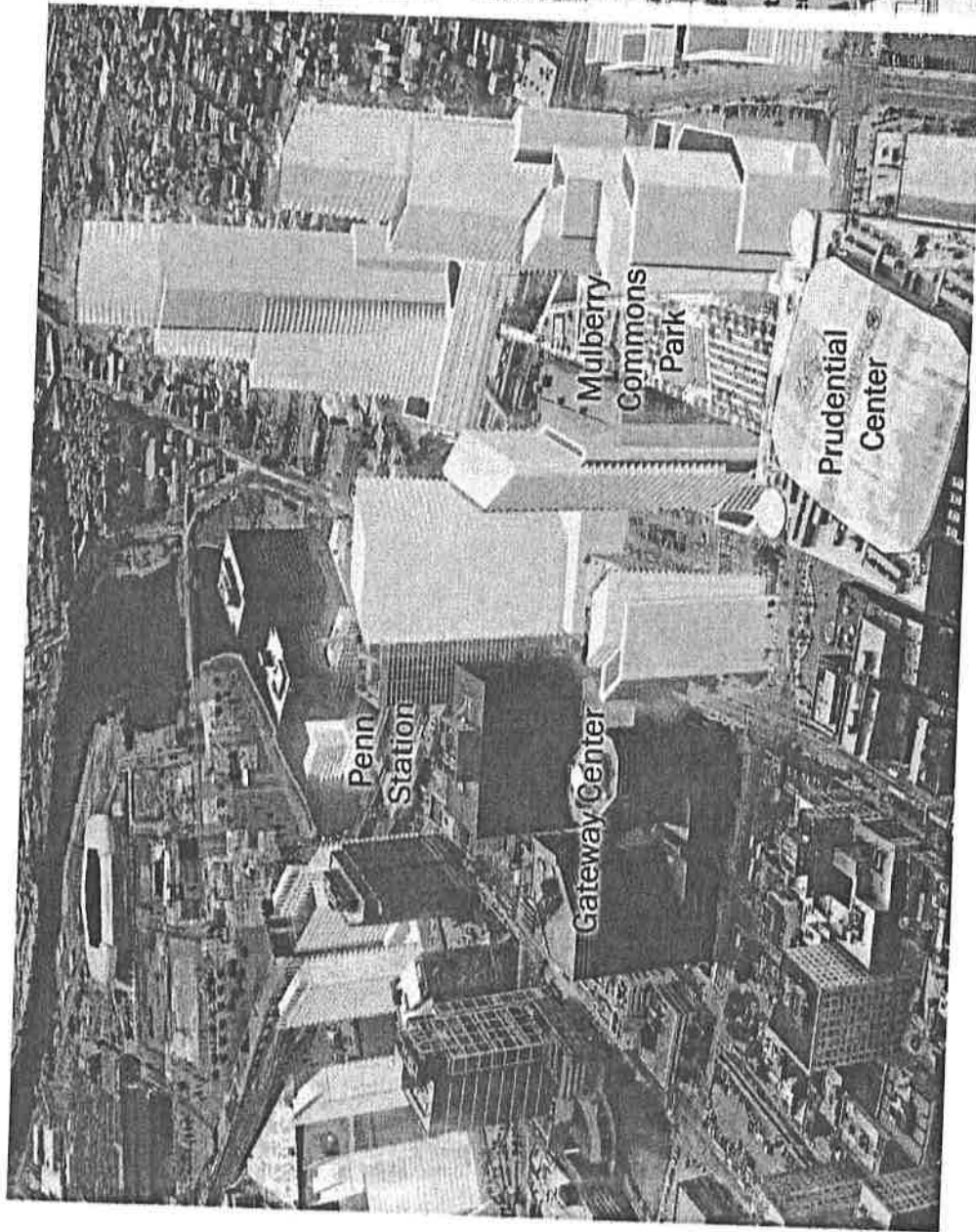




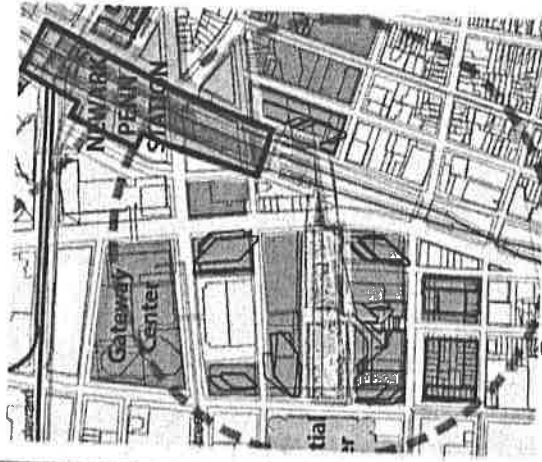
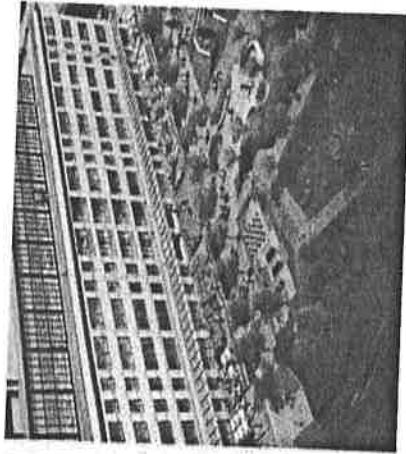


**Matrix Riverfront**





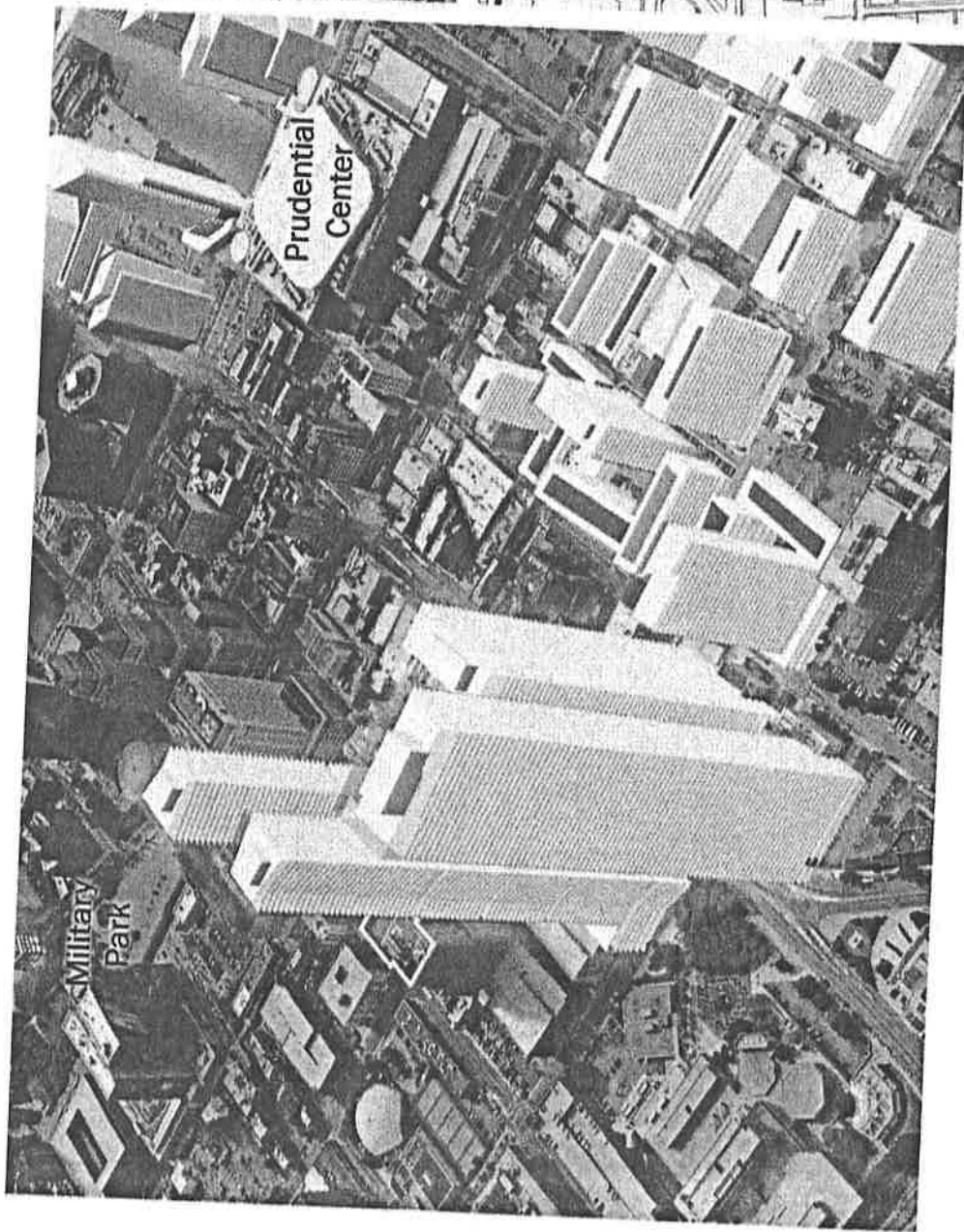
Mulberry Commons



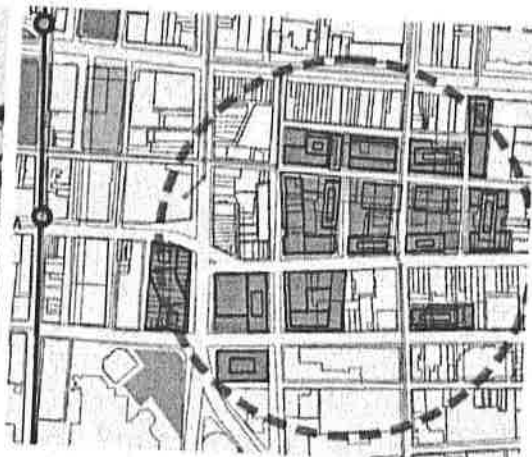
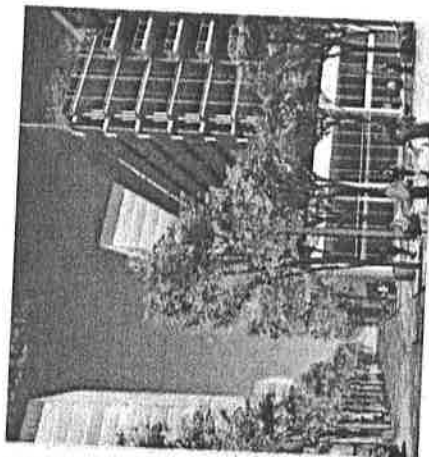
0 600 1200ft

**YES** NEW YORK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

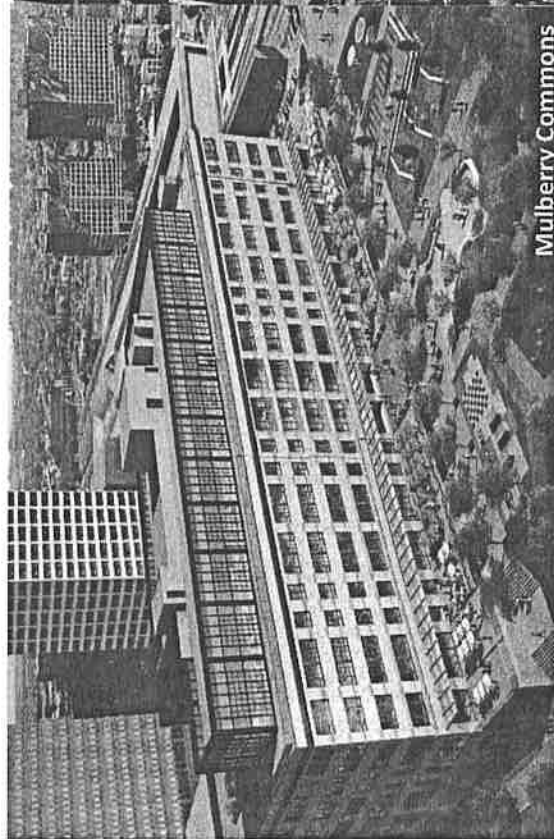




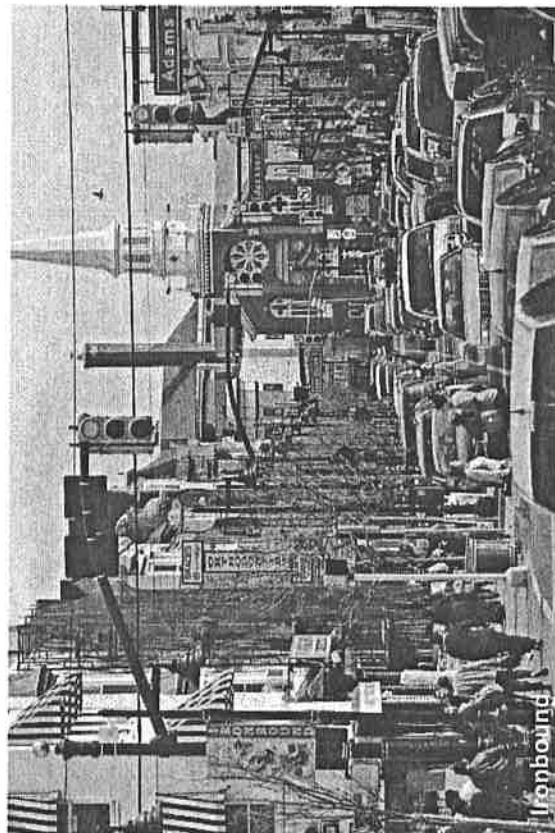
SoMa



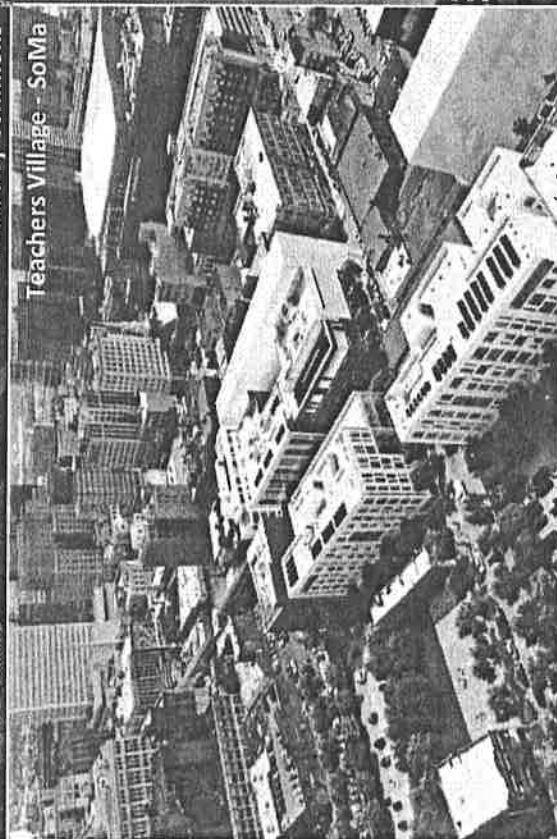
# NEWARK PENN STATION NEIGHBORHOOD



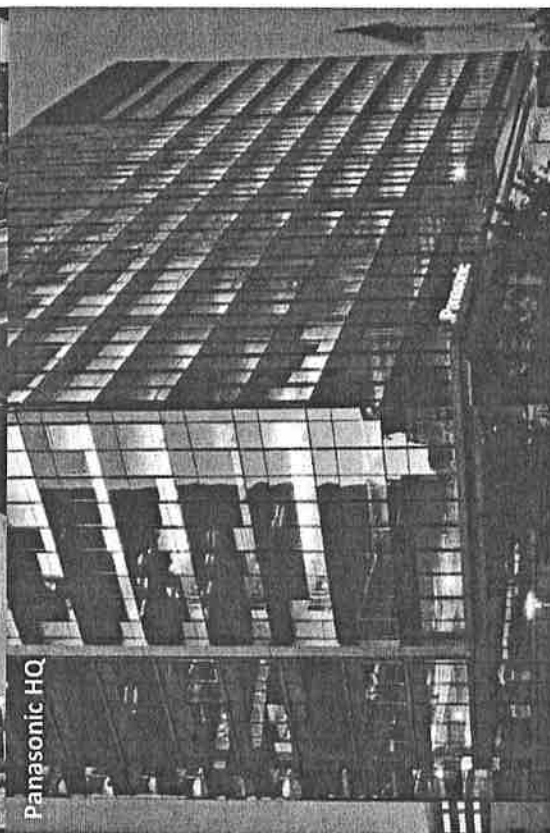
Mulberry Commons



Ironbound



Teachers Village - SoMa



Panasonic HQ

**A Connected Downtown** - Newark's existing transportation infrastructure will provide Amazon's second headquarters with ready access to the world, the rest of metropolitan region and Downtown itself. The presence of Newark Penn Station puts every city along the Northeast Corridor an Acela ride away. These transit options also put all of the arts, restaurants, educational and cultural institutions, and diversity of the New York Metropolitan area at Amazon's doorstep.

**BROAD STREET STATION**

**NEWARK PENN STATION**

**1500ft**

**1500ft**

**600**

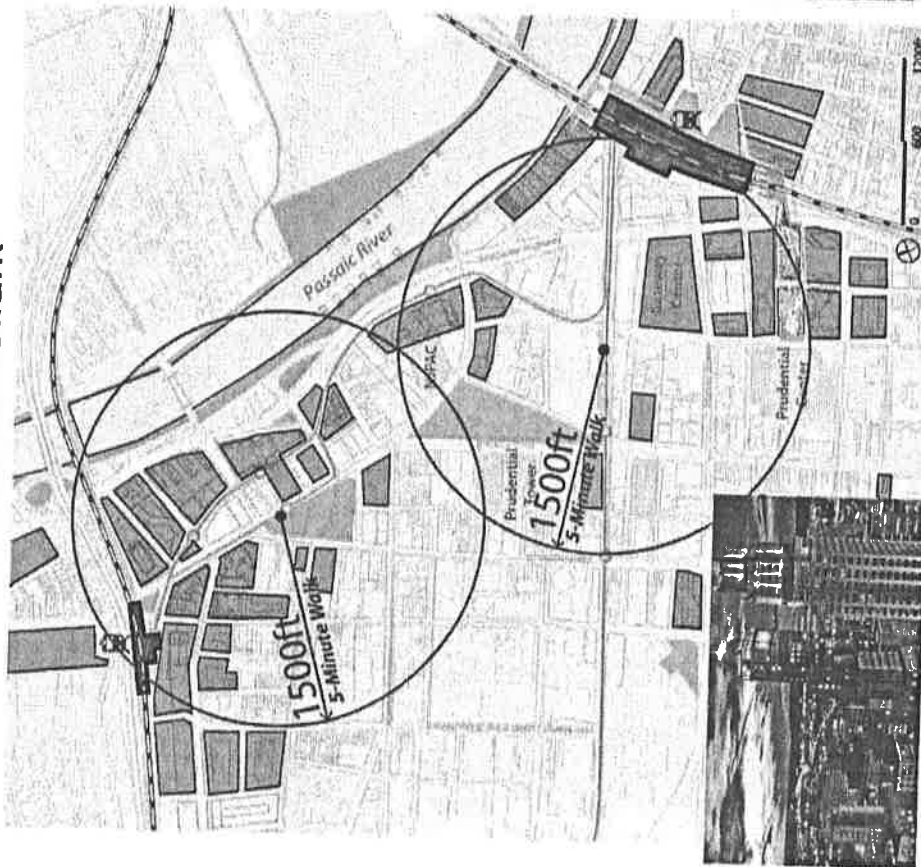
**Newark Penn Station**

**YES**  
NEW  
ARK  
YES, LOCATION.

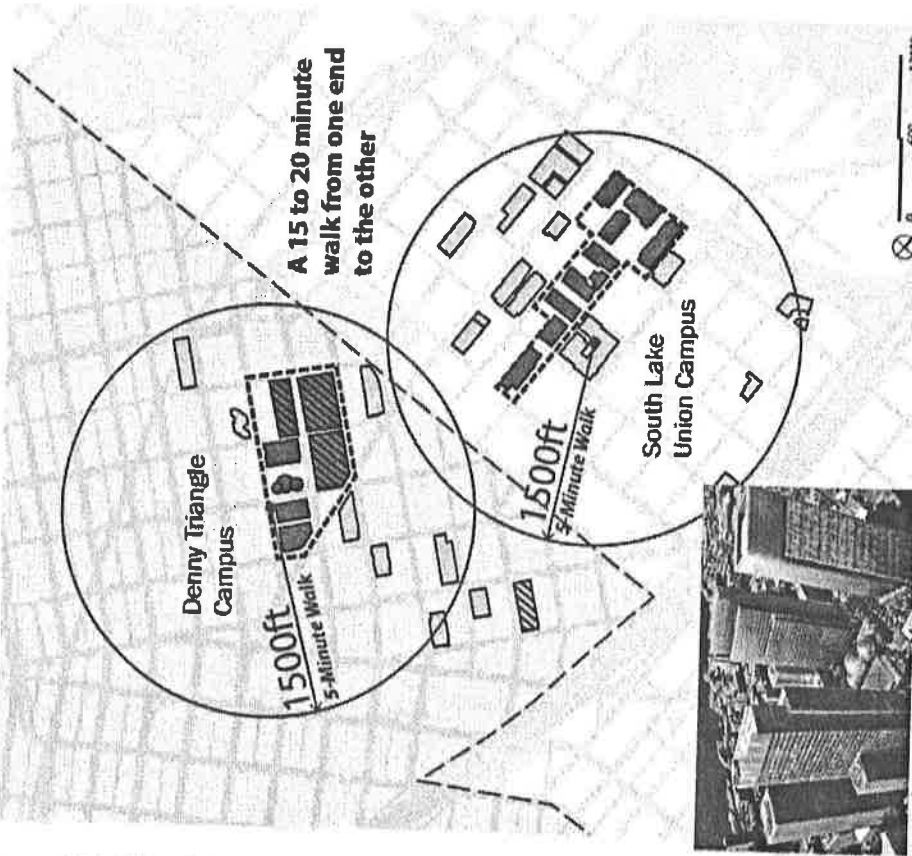
37



## Downtown Newark



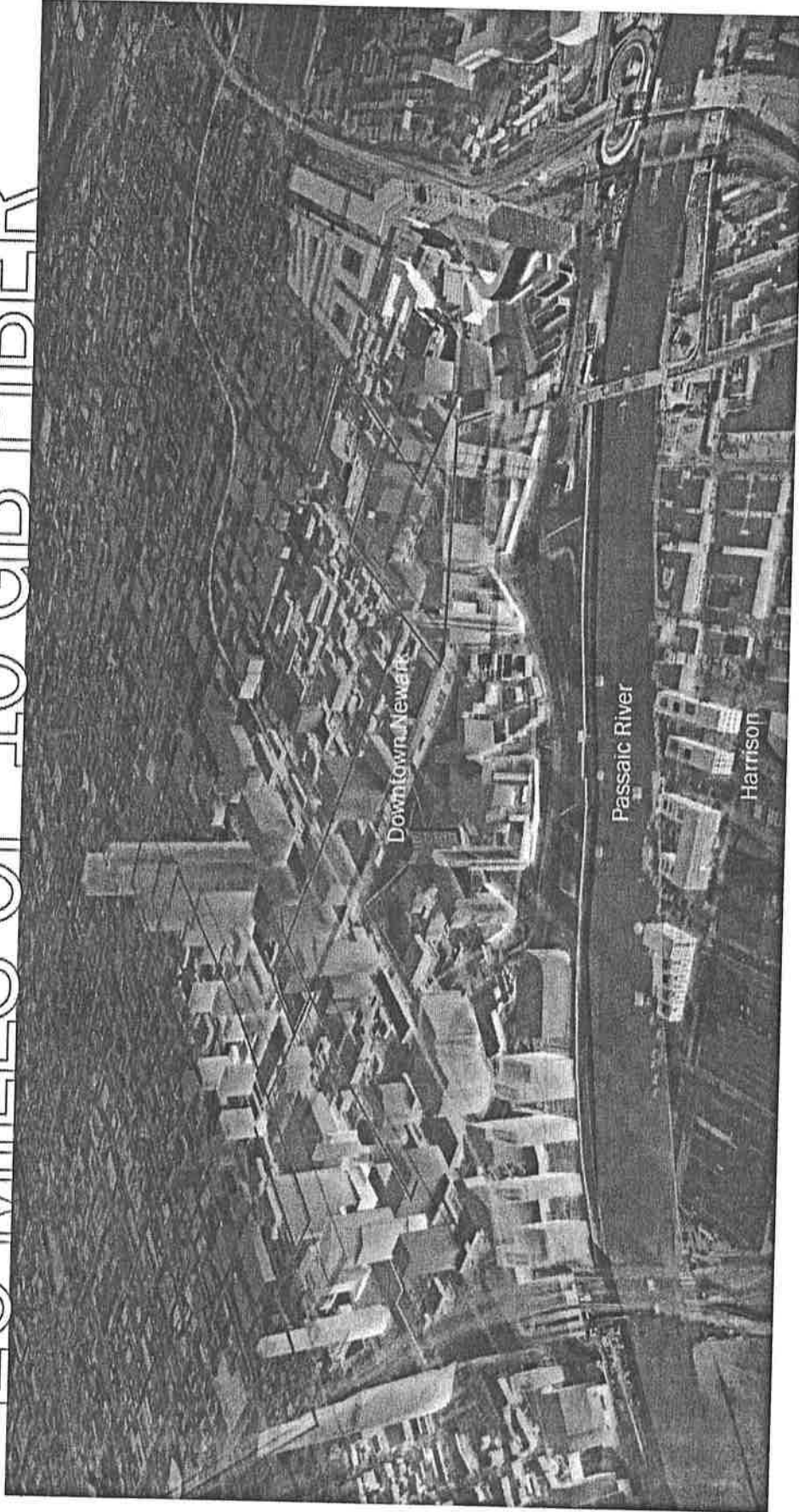
## Amazon Seattle



## Scale Comparison

**YES** NEWARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

+26 MILES OF 10 GB FIBER



## Fiber

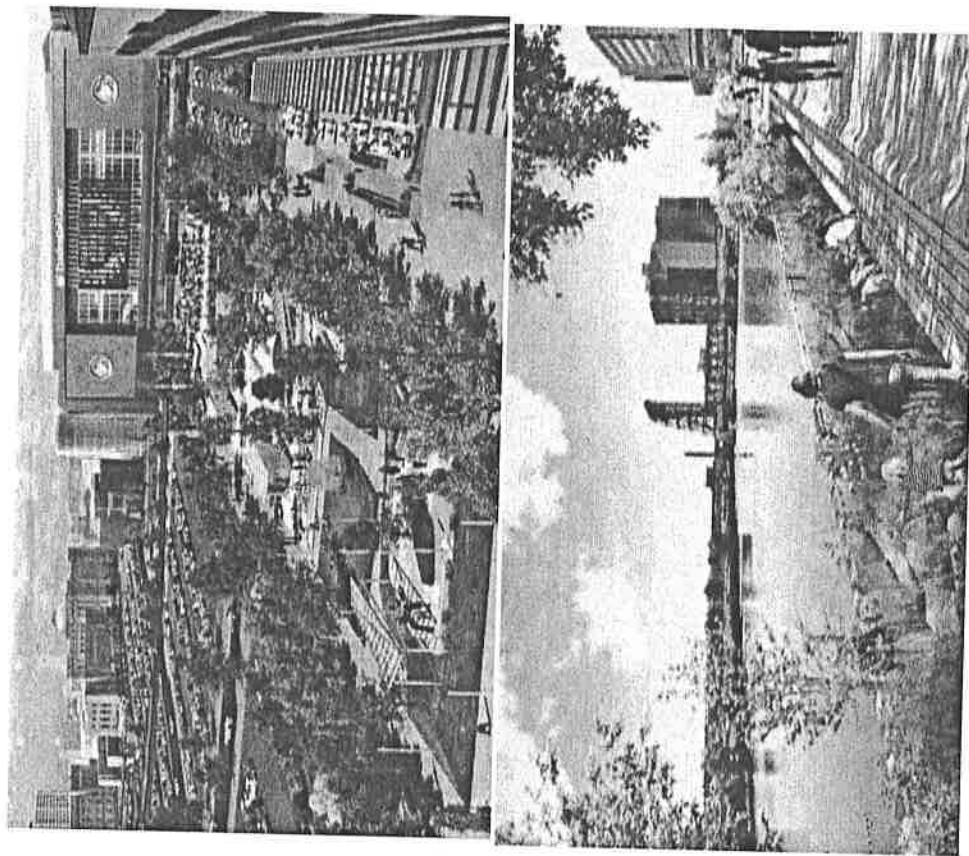


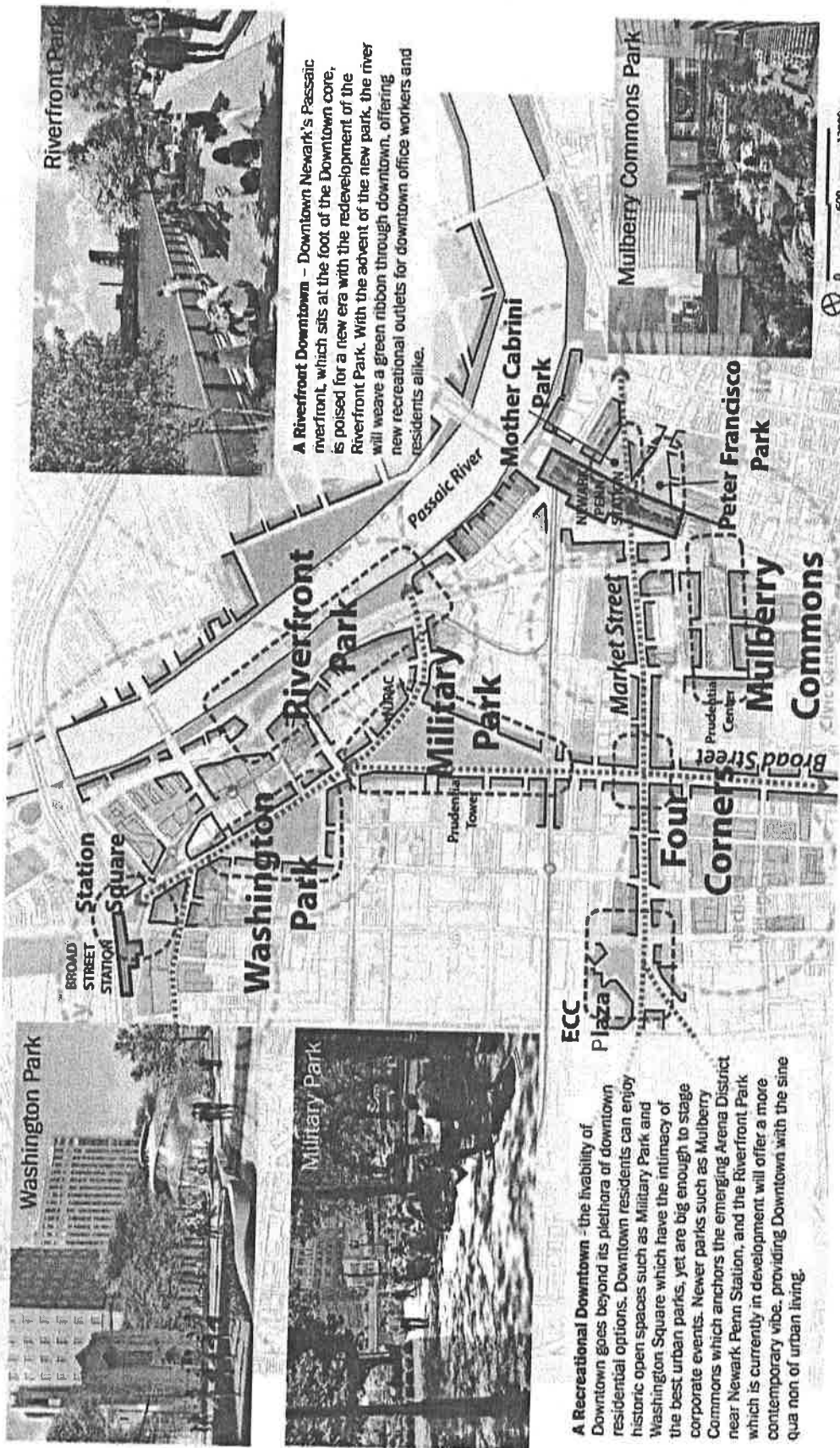
# OPEN SPACE

The City of Newark, in conjunction with the State of New Jersey and private partners is busy building developing additional acres of open space in Downtown Newark and our neighborhoods.

Mulberry Commons is the central space around a 22-acre redevelopment zone. The commons will be a three-acre park sitting atop long deactivated rail yards ramping up and over the Northeast corridor coming back down to Peter Francisco Park in the Ironbound neighborhood. The skybridge connecting both parks will include ramps down to the platforms at Newark Penn Station allowing travelers to more easily and comfortably reach either neighborhood via an exciting and enjoyable greenway. This project broke ground in October 2017.

Riverfront Park is the fulfillment of decades of planning. The park has been built out in small phases in the Ironbound and will soon break ground for additional phases before the end of 2017. Representing a \$55 million commitment from local, state and private partners, Riverfront Park will stretch two miles and encompass over 20 acres of open space and walkway including a boat house, urban beach, dog runs, volleyball, picnic areas, art exhibition spaces and more. Eventually, the walkway will extend beyond Downtown to Lower Broadway linking three great Newark neighborhoods across three-miles of riverfront.





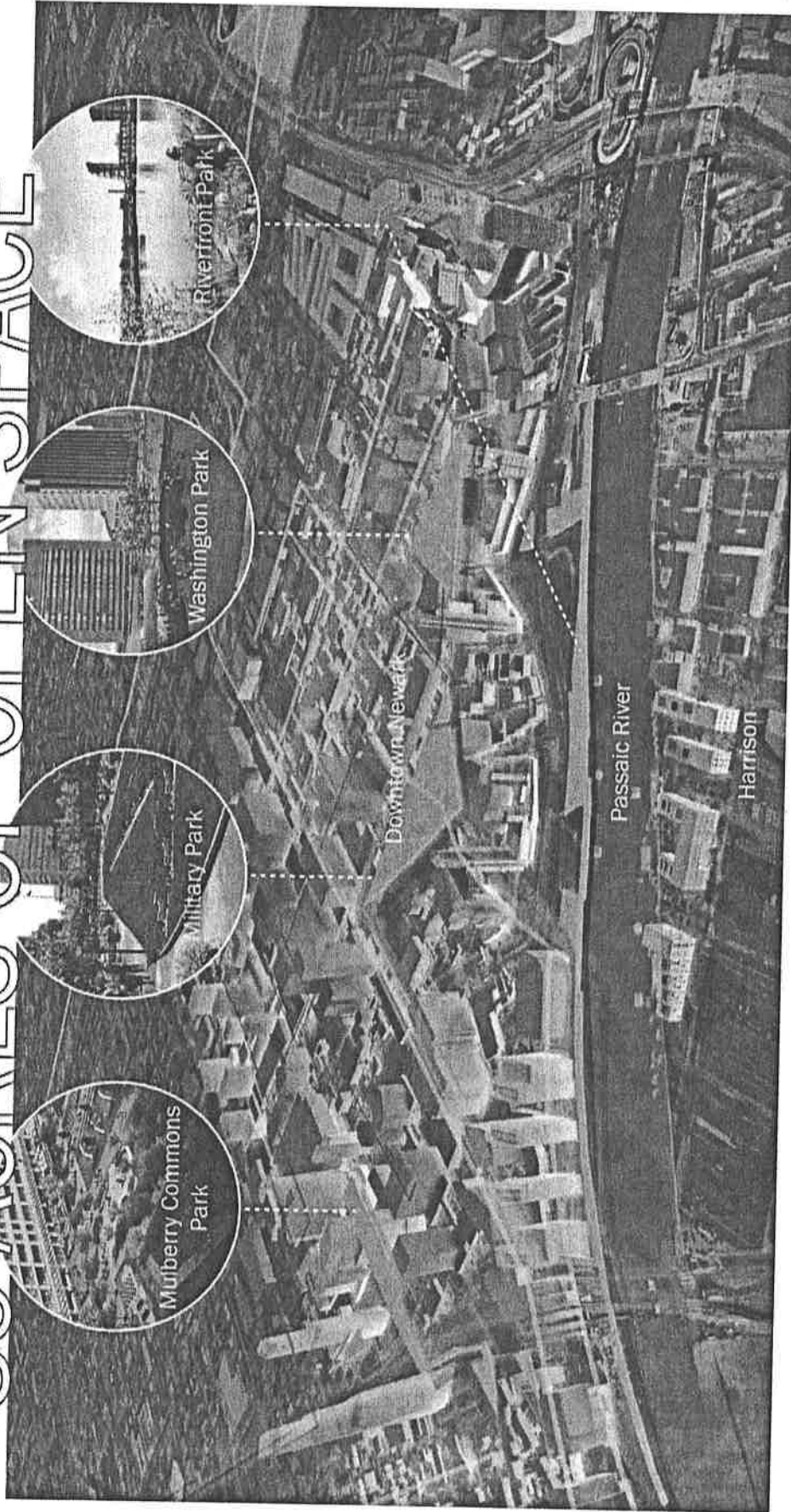
**A Riverfront Downtown** - Downtown Newark's Passaic riverfront, which sits at the foot of the Downtown core, is poised for a new era with the redevelopment of the Riverfront Park. With the advent of the new park, the river will weave a green ribbon through downtown, offering new recreational outlets for downtown office workers and residents alike.

**A Recreational Downtown** - the livability of Downtown goes beyond its plethora of downtown residential options. Downtown residents can enjoy historic open spaces such as Military Park and Washington Square which have the intimacy of the best urban parks, yet are big enough to stage corporate events. Newer parks such as Mulberry Commons which anchors the emerging Arena District near Newark Penn Station, and the Riverfront Park which is currently in development will offer a more contemporary vibe, providing Downtown with the sine qua non of urban living.

## Open Space & Amenities

**YES** NEWARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

+35 ACRES OF OPEN SPACE

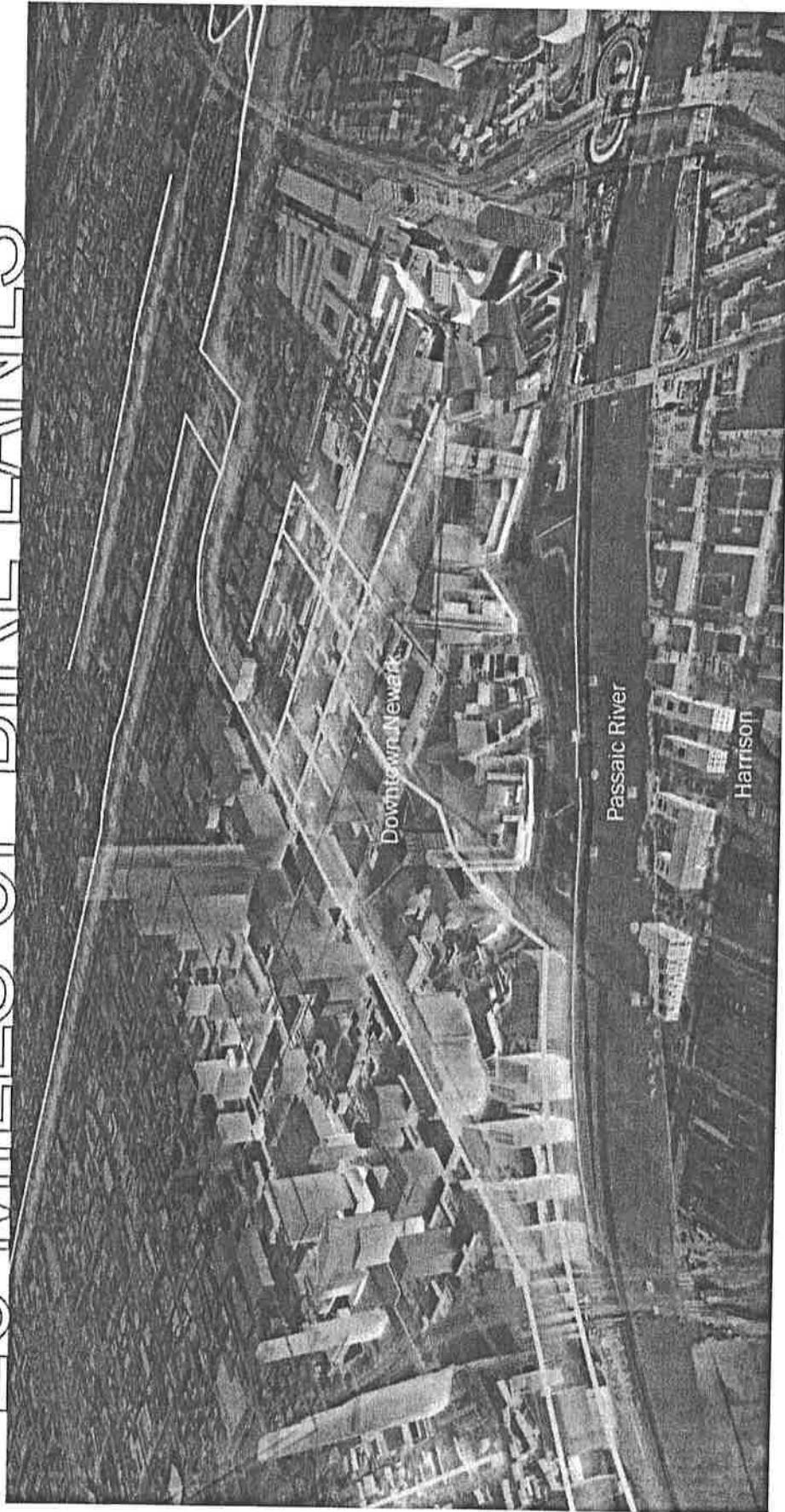


## Open Space & Amenities

**YES**  
NEW  
ARK  
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



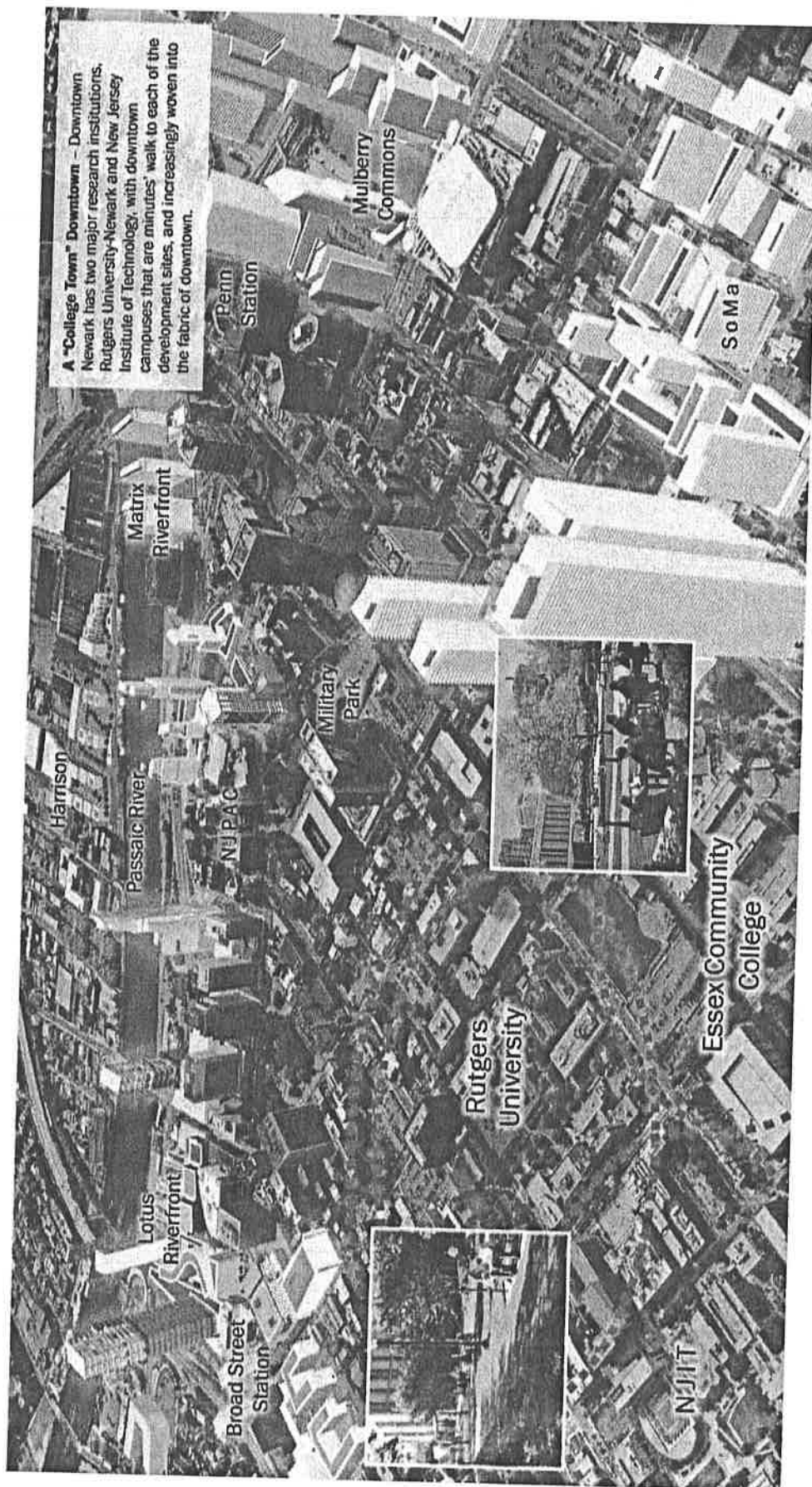
+20 MILES OF BIKE LANES



## Bike Lanes

**YES**  
NEW  
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

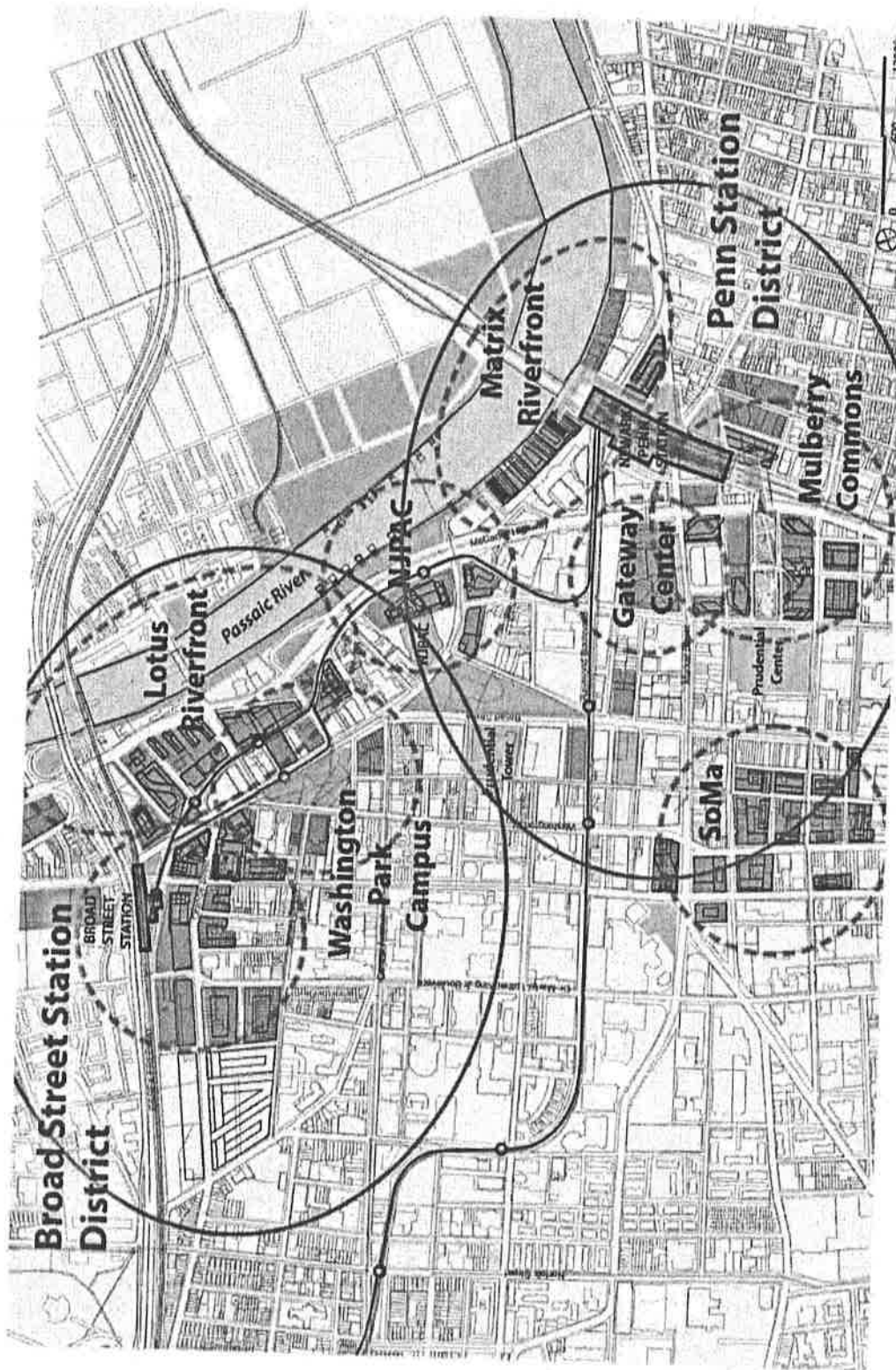


A "College Town" Downtown - Downtown Newark has two major research institutions, Rutgers University-Newark and New Jersey Institute of Technology, with downtown campuses that are minutes' walk to each of the development sites, and increasingly woven into the fabric of downtown.

## College Town

**YES** NEWARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.





## Downtown Newark: Many Options

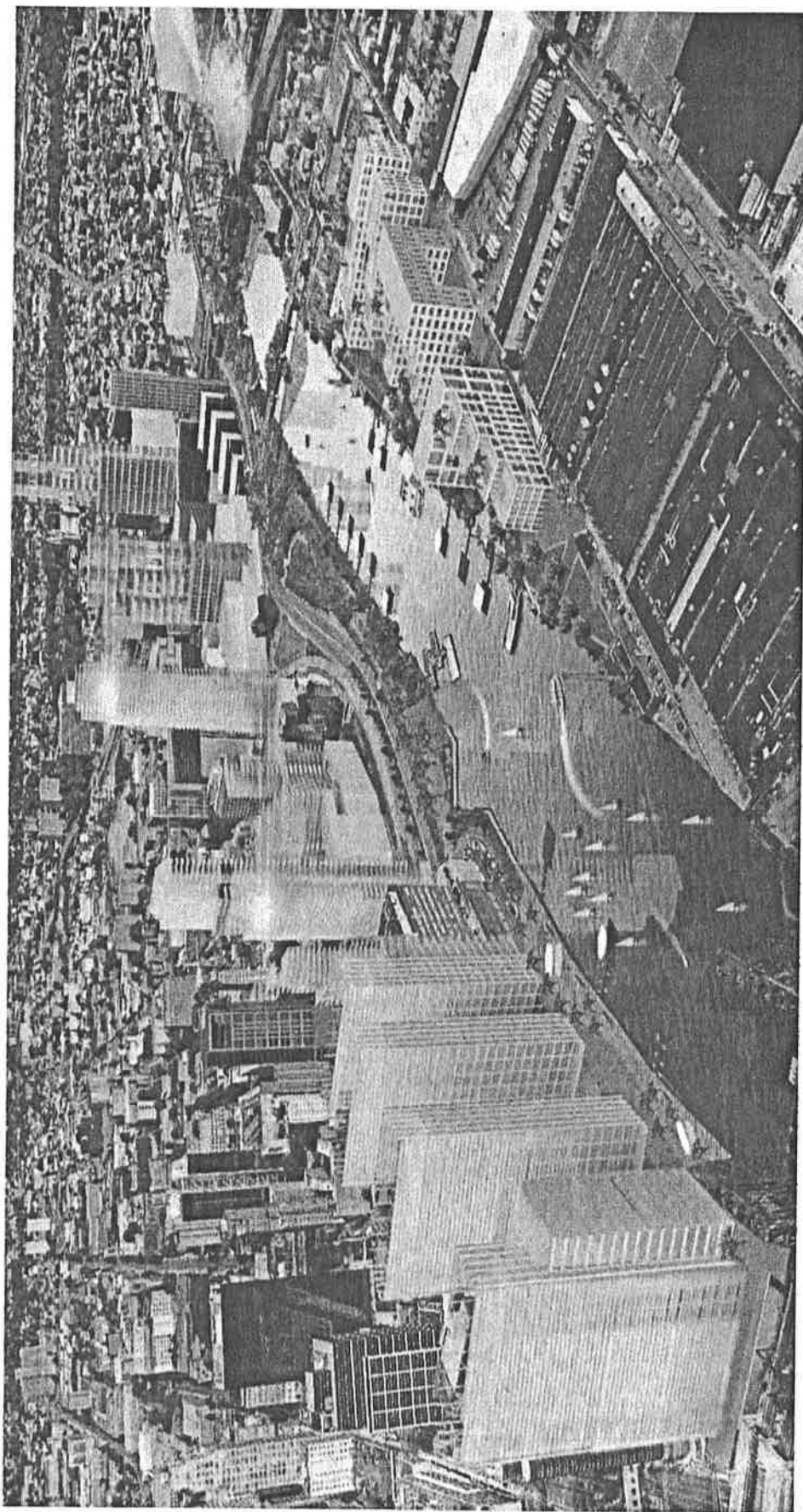
**YES**  
NEW  
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



With over \$3.1 billion in development, Newark is a destination city where anyone can live, learn, work, and play. The critical mass of development is here and we're seeing unprecedented interest in development sites not just in the downtown but all over the city. This map is a snapshot of office, industrial, residential and mixed-use projects completed since 2014, under construction or in the pipeline.

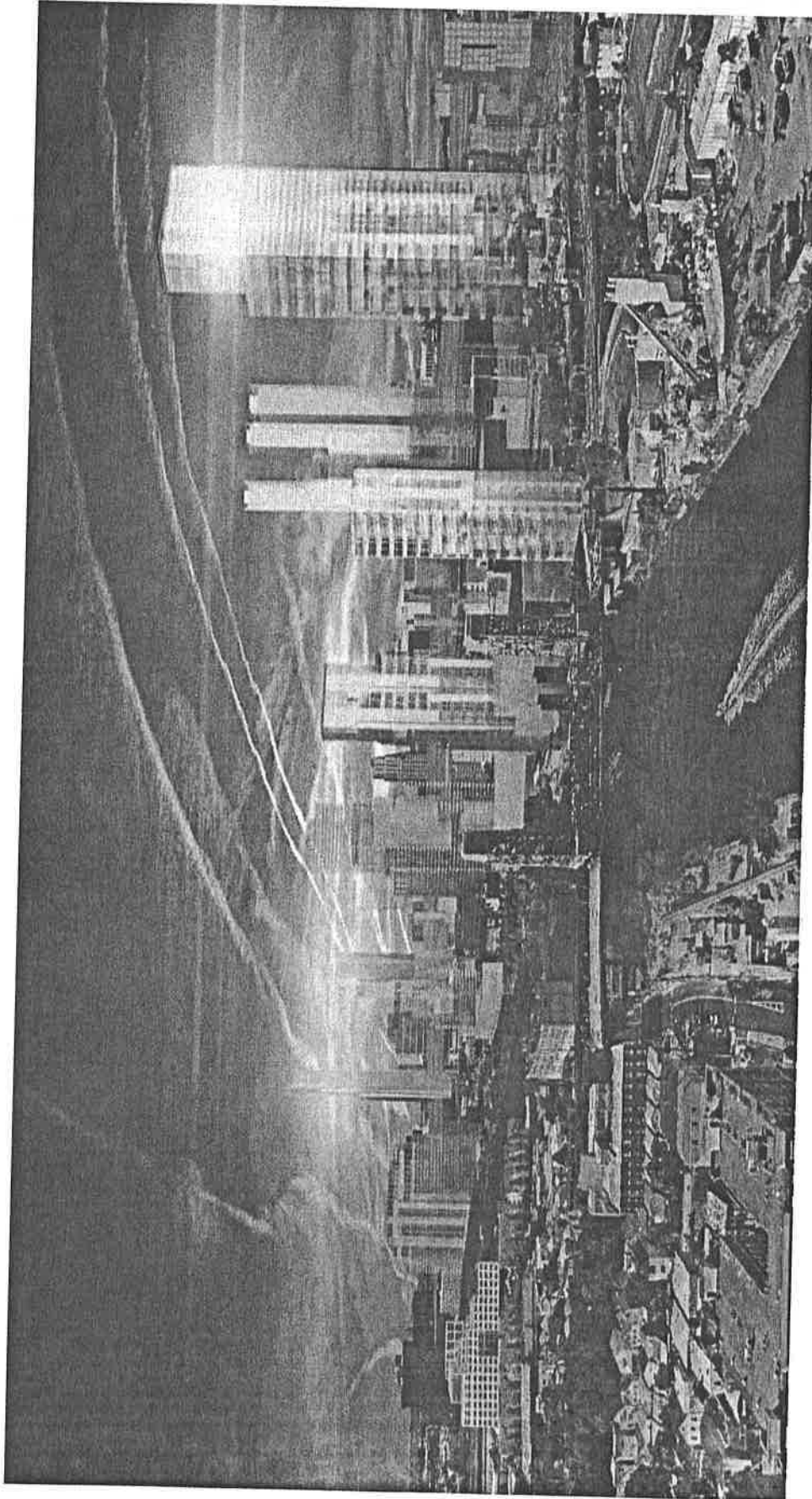
**YES**  
NEWARK  
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Riverfront Looking North

**YES**  
NEW  
ARK

YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Riverfront Looking South

**YES** NEW ARK  
YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



**YES, TECHNOLOGY.**

**YES**

**NEW  
ARK.**



Dear Mr. Bezos,

It is with great enthusiasm that I write in support of building Amazon HQ2 in Newark, New Jersey. Building on our historic infrastructure, Newark has a public private partnership for gigabit bandwidth that can immediately be used to connect HQ2 and can be leveraged to help Amazon develop its next generation of high-bandwidth products. In moving to Newark, Amazon would be acquiring the ideal partner for urban innovation at a bargain - as proven by our successes to date.


Firstly, we are home to switching stations for all major carriers and a remarkable telecommunications hotel at 165 Halsey. Connection speeds of even 100Gb are cheaper here than anywhere else in the country. Secondly, Newark's 26-mile municipal fiber backbone and a plethora of private fiber providers can transport that signal anywhere in the city through the Newark Fiber program. We will be expanding the municipal network through a \$5M investment over the next 5 years and we commit to providing 10Gb internet to any site Amazon selects - free of charge for 1 year.

As an early success, this infrastructure allowed the City to provide the fastest, largest, free outdoor WiFi through Firebolt - with true speeds up to 400Mbps. This is faster than San Francisco, Harlem, or San Jose's similar projects. The network also gathers real-time analytics on over 70,000 people a day who pass through and will double in size in 2018. Soon it will be offering free WiFi in public housing as well.

This connectivity can be easily leveraged to put an Amazon Echo on every street corner, taking the artificial intelligence to the next level. "Alexa, how do I get a job?" or "Alexa, what is going on tonight?" would be valuable questions to answer. Working with Audible, this could create the largest free outdoor library in the country or with Panasonic a network of low-speed self-driving cars - both based here in Newark. We could distribute free cell phone service or house the first drone skyway. These marquis innovations would be faster and cheaper in Newark because we have the systems ready and are the right size to deploy quickly.

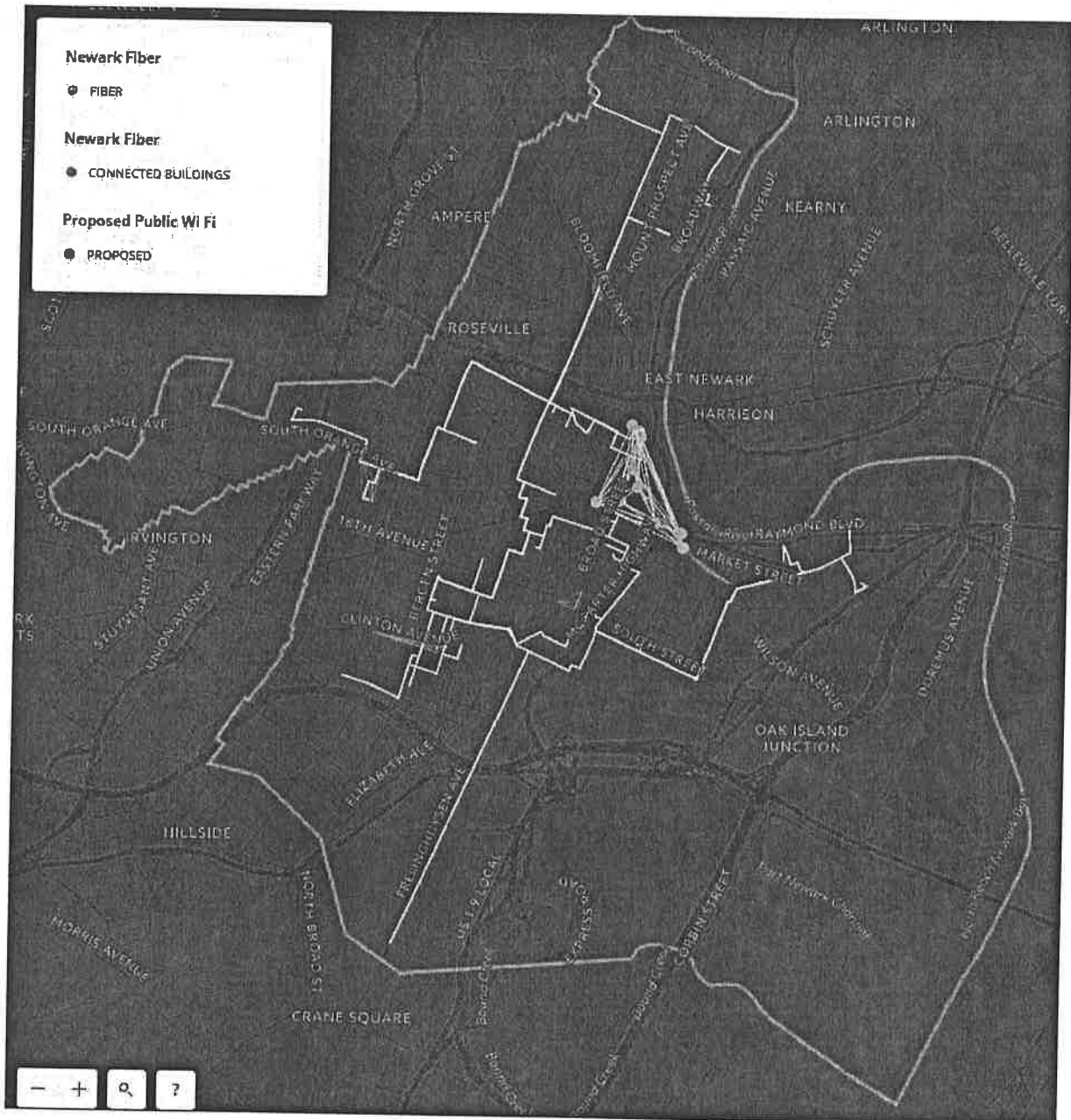
Finally, more so than Elon Musk in Los Angeles or Google in New York, Amazon Newark would create a civic technological revolution for the many people who stand to benefit most from the great marginal improvement to their lives such innovation would bring. Our successes to date foretell just this, the highest return on investment to Amazon of any city applying.

Sincerely,



Seth H. Wainer, CIO

## Newark Fiber Map





## Design Upgrade

The initial design of Firebolt Newark relied on 2 gigabit feeds and as many as 30 access points strung together from those two feeds. In the summer of 2017, the redesign of the network now takes advantage of the Newark Fiber program throughout Broad Street, leveraging fiber in the streets and space in 6 traffic cabinets and 7 hardwired Access Points. This design will keep the ratio of wired to mesh access points to 1:2.

## Hardware Upgrade

The Military Park Partnership also completed a hardware refresh for all hardware installed in Military Park, Washington Park, and Broad Street. They used TEM360GES, a local Newark vendor, who is also maintaining the access points. This has included 16 access points being upgraded from Ackrion custom equipment to Meraki MR74/MR84, and 8 switches from assorted brands to Meraki MS220.

## Performance

The network performance is excellent. Outdoor Meraki equipment today offers better speeds at greater distances for a lower price than the original equipment. Below are speed tests from Green Street on an iPhone 6, at 150+ feet. One test of 21Mbps was at 400 feet. The network can offer 100Mbps+ throughout, with speeds of 200Mbps+ frequently. Newer phones experience greater speeds. All access points are 802.11ac wave 2, which means that when the next generation of phones are compatible, speeds will reach 400Mbps.

## Users

Switching over the hardware to Meraki brought better reporting. Currently, the network shows over 3,000 unique users each day. The reporting will be able to show first time vs. repeat visitors, the amounts of data downloaded, and eventually passerby information (users who do not connect to the network).



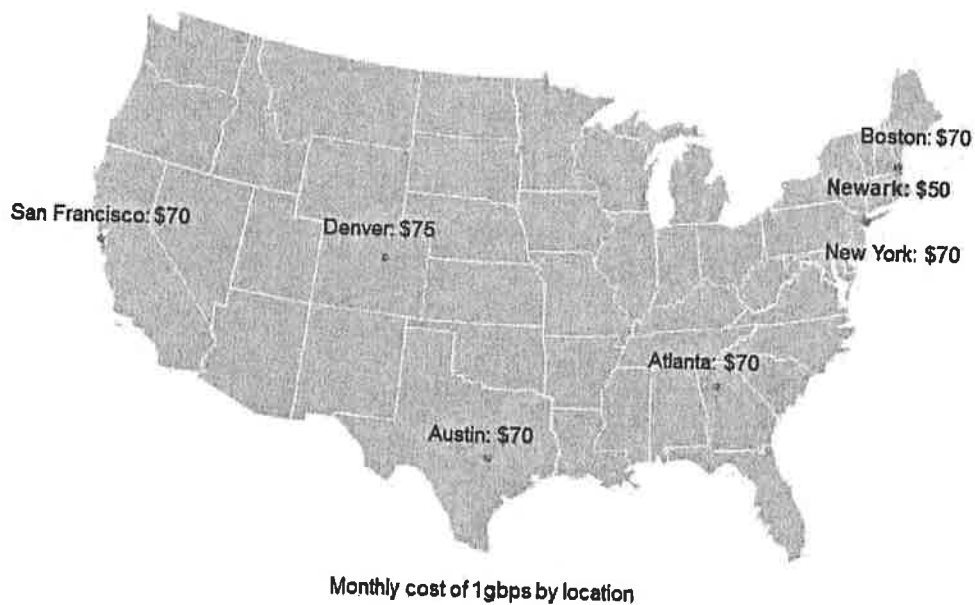
| TYPE  | TIME            | DOWNLOAD | UPLOAD | PING |
|-------|-----------------|----------|--------|------|
| Wi-Fi | Sep 11 10:56 AM | 263.34   | 105.91 | 3    |
| Wi-Fi | Sep 11 10:55 AM | 21.26    | 29.04  | 3    |
| Wi-Fi | Sep 11 9:17 AM  | 176.94   | 110.63 | 3    |
| Wi-Fi | Sep 6 3:21 PM   | 202.26   | 21.58  | 4    |
| Wi-Fi | Sep 6 3:12 PM   | 102.53   | 30.31  | 3    |
| Wi-Fi | Sep 6 3:12 PM   | 183.33   | 36.20  | 3    |

## Future Growth

Future network growth can continue to leverage fiber infrastructure in the street and the many buildings joining the Newark Fiber program. This will allow a large network to maintain a 1:2 ratio of wired-to-wireless access points - ensuring extremely high speeds. A map of current coverage and proposed growth is included:



Newark offers cheaper high-speed data than other cities



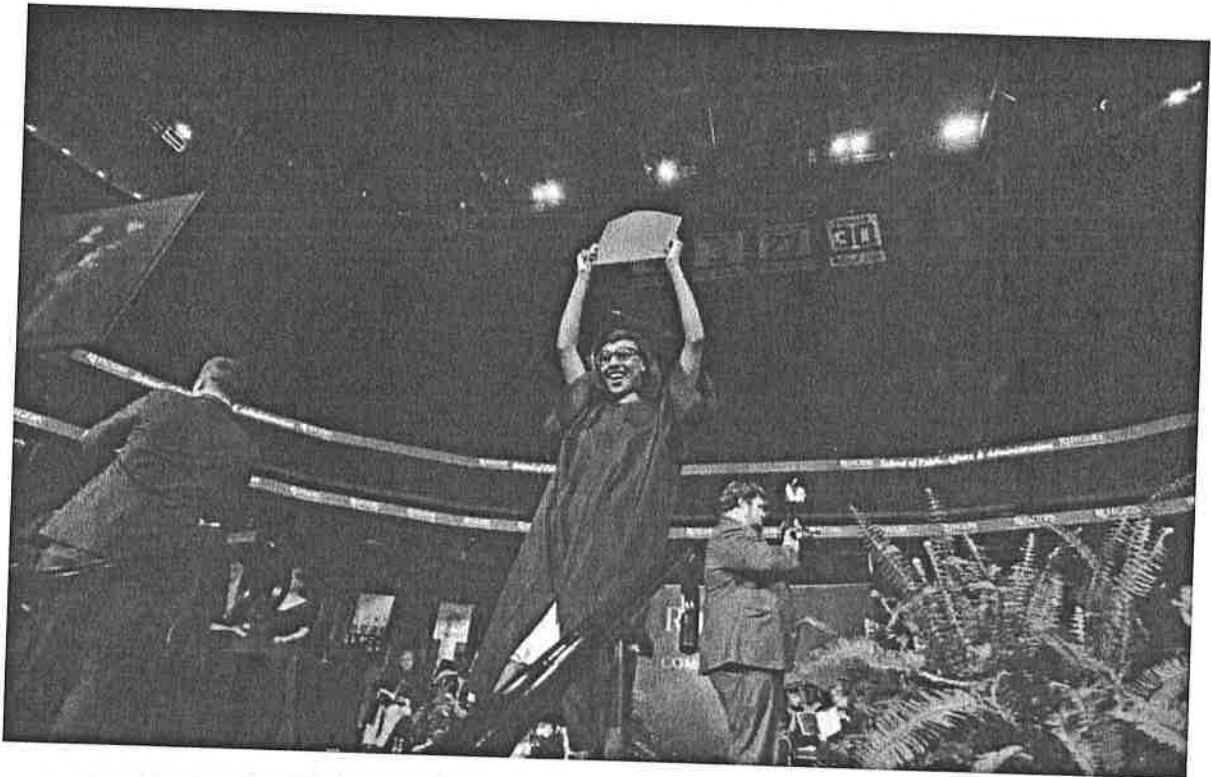
**YES, TALENT.**

**YES**

**NEW  
ARK.**







The Newark - New York Metro area is home to a dense, diverse and highly educated workforce. Our talent pool is large enough to supply Amazon with enough employees for its initial phase as well as accommodating future growth. This is true for employees working at existing jobs as well as the more than one hundred thousand graduates coming out of our regional universities each year.

Few regions in the country can match ours for the sheer density of talent.

There are over 9.5 million people working in our region across all occupations and all industries. Table 1 shows that breakdown according to the US Census. We have over 1 million people working in business and tech related occupations across all industries. When it comes to tech, we have over 300,00 people working today as an available talent pool for Amazon to draw from. Amazon could place their second headquarters in one of the most highly educated regions. Area institutions award over 100,000 degrees annually contributing to a highly educated population where over 38% of adults hold at least a bachelor's degree.

Number of the civilian employed population aged 16 and over in the New York Metropolitan Statistical Area by Occupation and Industry. US Census American Community Survey 2015.

| Industry/Occupation  | Management, business, science, and arts | Service   | Sales and office occupations | Natural resources, construction, and maintenance | Production, transportation, and material moving | All Occupations |
|--|---|-----------|------------------------------|--|---|-----------------|
| Agriculture, forestry, hunting, and mining   | 6,621                                   | 1,593     | 1,506                        | 9,026  | 1,448   | 20,194          |
| Construction   | 83,336                                  | 4,231     | 32,912                       | 396,354  | 16,830  | 533,663         |
| Manufacturing  | 207,964                                 | 11,035    | 101,623                      | 25,349   | 226,423   | 572,394         |
| Wholesale trade  | 63,375                                  | 3,323     | 150,784                      | 7,967  | 50,795  | 276,244         |
| Retail trade   | 132,062                                 | 52,210    | 715,525                      | 26,643   | 92,142  | 1,018,582       |
| Transportation and warehousing, utilities  | 62,698                                  | 22,093    | 130,732                      | 40,688   | 289,030   | 545,241         |
| Information  | 204,229                                 | 6,693     | 77,461                       | 21,186   | 9,696   | 319,265         |
| Finance and insurance, and real estate and rental and leasing                              | 457,241                                 | 52,880    | 338,147                      | 15,077   | 10,185  | 873,530         |
| Professional, scientific, and management, and administrative and waste management services | 743,931                                 | 202,966   | 217,941                      | 23,230   | 51,419  | 1,239,487       |
| Educational services, and health care and social assistance                                | 1,521,814                               | 587,437   | 287,376                      | 19,095   | 31,604  | 2,447,326       |
| Arts, entertainment, and recreation, and accommodation and food services                   | 180,032                                 | 535,770   | 108,858                      | 7,663  | 31,086  | 863,409         |
| Other services, except public administration   | 98,529                                  | 217,327   | 58,288                       | 58,309   | 49,584  | 482,037         |
| Public administration  | 129,881                                 | 155,111   | 73,757                       | 10,875   | 7,971   | 377,595         |
|  | 3,891,713                               | 1,852,669 | 2,294,910                    | 661,462  | 868,213   | 9,568,967       |

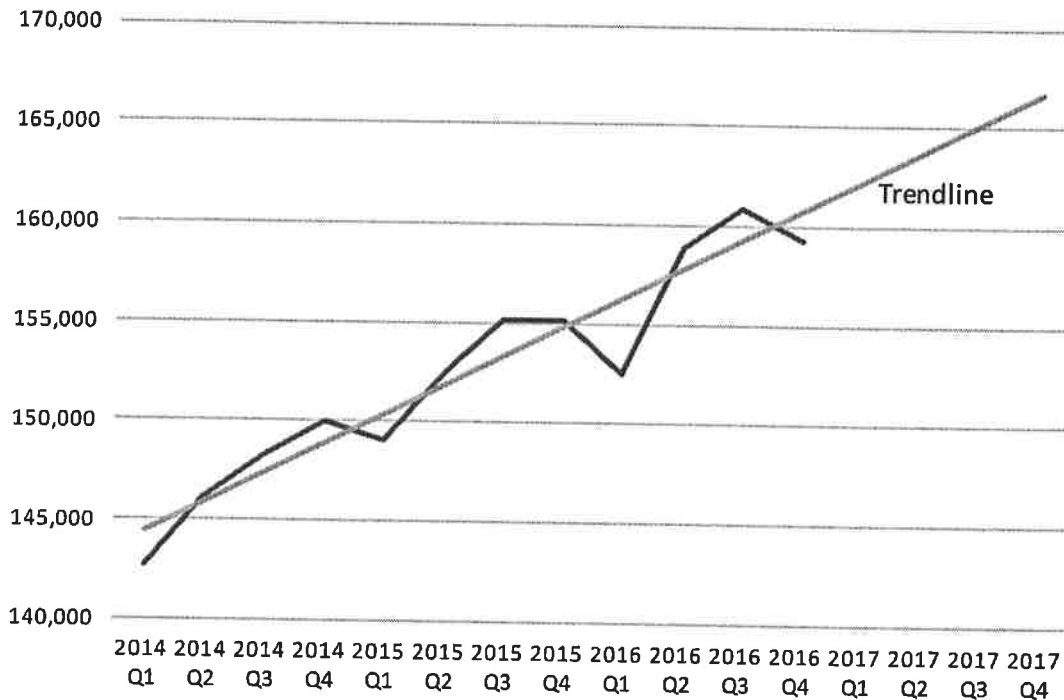
**YES**  
NEW YORK

NEW YORK METROPOLITAN STATISTICAL AREA  
OFFICE OF ECONOMIC DEVELOPMENT  
100 WALL STREET, 10TH FLOOR  
NEW YORK, NY 10038  
212-312-2000  
www.nycedo.com

Employment and wages across specific business and technology related occupations in the New York Metropolitan Statistical Area.  
Bureau of Labor Statistics.

| Occupational Code                               | Occupational Titles   | Total Employment | Mean Annual Wage | Annual 10th percentile wage | Annual 25th percentile wage | Annual Median Wage | Annual 75th percentile wage | Annual 90th percentile wage |
|---|---|------------------|------------------|-----------------------------|-----------------------------|--------------------|-----------------------------|-----------------------------|
| 11-1021   | General and Operations Managers   | 152,620          | \$ 165,510       | \$ 60,270                   | \$ 88,400                   | \$ 141,960         | \$ 206,500                  | \$ 279,600                  |
| 11-2021   | Marketing Managers  | 23,770           | \$ 185,540       | \$ 99,310                   | \$ 127,420                  | \$ 169,690         | \$ 223,200                  | \$ 305,500                  |
| 11-2022   | Sales Managers  | 26,170           | \$ 191,360       | \$ 90,080                   | \$ 124,440                  | \$ 173,980         | \$ 232,700                  | \$ 312,900                  |
| 11-3021   | Computer and Information Systems Managers   | 32,140           | \$ 181,900       | \$ 106,290                  | \$ 130,930                  | \$ 164,780         | \$ 203,100                  | \$ 280,200                  |
| 11-3031   | Financial Managers  | 49,160           | \$ 193,480       | \$ 93,320                   | \$ 124,410                  | \$ 175,790         | \$ 230,400                  | \$ 310,500                  |
| 11-3121   | Human Resources Managers  | 11,120           | \$ 151,490       | \$ 76,900                   | \$ 97,450                   | \$ 134,360         | \$ 185,260                  | \$ 239,400                  |
| 13-1041   | Compliance Officers   | 20,370           | \$ 82,210        | \$ 45,330                   | \$ 58,150                   | \$ 77,050          | \$ 96,270                   | \$ 120,860                  |
| 13-1071   | Human Resources Specialists   | 34,770           | \$ 77,130        | \$ 44,090                   | \$ 54,890                   | \$ 70,820          | \$ 93,030                   | \$ 120,660                  |
| 13-1081   | Logisticians  | 6,380            | \$ 81,420        | \$ 48,880                   | \$ 59,720                   | \$ 75,980          | \$ 98,260                   | \$ 123,930                  |
| 13-1111   | Management Analysts   | 40,340           | \$ 111,650       | \$ 54,010                   | \$ 71,260                   | \$ 97,440          | \$ 140,430                  | \$ 186,220                  |
| 13-1161   | Market Research Analysts and Marketing Specialists                                    | 60,940           | \$ 79,240        | \$ 41,050                   | \$ 54,410                   | \$ 73,230          | \$ 98,490                   | \$ 130,140                  |
| 13-1199   | Business Operations Specialists, All Other  | 46,820           | \$ 85,500        | \$ 46,230                   | \$ 58,720                   | \$ 75,540          | \$ 98,960                   | \$ 128,980                  |
| 13-2011   | Accountants and Auditors  | 115,680          | \$ 96,650        | \$ 51,960                   | \$ 65,020                   | \$ 84,140          | \$ 115,420                  | \$ 157,970                  |
| 13-2099   | Financial Specialists, All Other  | 8,160            | \$ 90,170        | \$ 44,810                   | \$ 60,530                   | \$ 78,820          | \$ 105,290                  | \$ 149,420                  |
| 15-1111   | Computer and Information Research Scientists  | 1,590            | \$ 139,670       | \$ 83,590                   | \$ 101,550                  | \$ 135,050         | \$ 165,560                  | \$ 202,740                  |
| 15-1121   | Computer Systems Analysts   | 38,390           | \$ 104,830       | \$ 59,100                   | \$ 75,030                   | \$ 98,430          | \$ 130,380                  | \$ 161,910                  |
| 15-1122   | Information Security Analysts   | 5,910            | \$ 120,820       | \$ 66,430                   | \$ 87,640                   | \$ 116,700         | \$ 148,730                  | \$ 177,030                  |
| 15-1131   | Computer Programmers  | 22,030           | \$ 91,470        | \$ 45,660                   | \$ 64,890                   | \$ 80,330          | \$ 112,010                  | \$ 151,090                  |
| 15-1132   | Software Developers, Applications   | 73,480           | \$ 111,490       | \$ 65,760                   | \$ 79,510                   | \$ 104,940         | \$ 136,370                  | \$ 166,650                  |
| 15-1133   | Software Developers, Systems Software   | 22,410           | \$ 117,200       | \$ 66,980                   | \$ 86,450                   | \$ 113,530         | \$ 144,190                  | \$ 169,000                  |
| 15-1134   | Web Developers  | 11,270           | \$ 83,500        | \$ 43,890                   | \$ 57,900                   | \$ 76,940          | \$ 102,820                  | \$ 135,300                  |
| 15-1141   | Database Administrators   | 7,580            | \$ 100,400       | \$ 55,190                   | \$ 71,150                   | \$ 96,480          | \$ 126,350                  | \$ 155,070                  |
| 15-1142   | Network and Computer Systems Administrators   | 27,020           | \$ 96,650        | \$ 56,960                   | \$ 71,010                   | \$ 91,730          | \$ 119,180                  | \$ 147,170                  |
| 15-1143   | Computer Network Architects   | 11,300           | \$ 117,770       | \$ 54,180                   | \$ 82,150                   | \$ 114,350         | \$ 149,780                  | \$ 186,230                  |
| 15-1151   | Computer User Support Specialists   | 36,320           | \$ 60,180        | \$ 34,850                   | \$ 43,960                   | \$ 56,280          | \$ 72,490                   | \$ 94,390                   |
| 15-1152   | Computer Network Support Specialists  | 12,040           | \$ 84,050        | \$ 45,950                   | \$ 58,210                   | \$ 77,630          | \$ 103,690                  | \$ 129,840                  |
| 15-1199   | Computer Occupations, All Other   | 9,610            | \$ 92,750        | \$ 46,000                   | \$ 65,360                   | \$ 89,050          | \$ 116,450                  | \$ 145,830                  |
| 15-2031   | Operations Research Analysts  | 5,970            | \$ 109,330       | \$ 52,480                   | \$ 69,740                   | \$ 98,120          | \$ 131,410                  | \$ 186,630                  |
| 17-2199   | Engineers, All Other  | 4,140            | \$ 107,390       | \$ 59,190                   | \$ 82,120                   | \$ 109,390         | \$ 134,210                  | \$ 156,780                  |
| 23-1011   | Lawyers   | 75,840           | \$ 167,960       | \$ 67,250                   | \$ 95,650                   | \$ 149,820         | \$ 215,200                  | \$ 313,300                  |
| 23-2011   | Paralegals and Legal Assistants   | 22,900           | \$ 61,220        | \$ 35,760                   | \$ 44,110                   | \$ 55,850          | \$ 73,880                   | \$ 97,020                   |
| 27-3042   | Technical Writers   | 3,210            | \$ 80,990        | \$ 43,850                   | \$ 56,460                   | \$ 76,090          | \$ 102,270                  | \$ 125,320                  |
| 41-4011   | Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products | 13,810           | \$ 104,510       | \$ 48,750                   | \$ 63,300                   | \$ 91,210          | \$ 129,210                  | \$ 180,700                  |
| New York MSA Total                              |   | 1,033,360        |                  |                             |                             |                    |                             |                             |
| New York MSA Computer-related occupations Total |   | 311,090          |                  |                             |                             |                    |                             |                             |

## NYC MSA Jobs in Computer Systems Design & Related Employment (NAICS: 5415)



Source: US Census. Quarterly Workforce Indicators.

Degrees awarded per year by regional institutions.

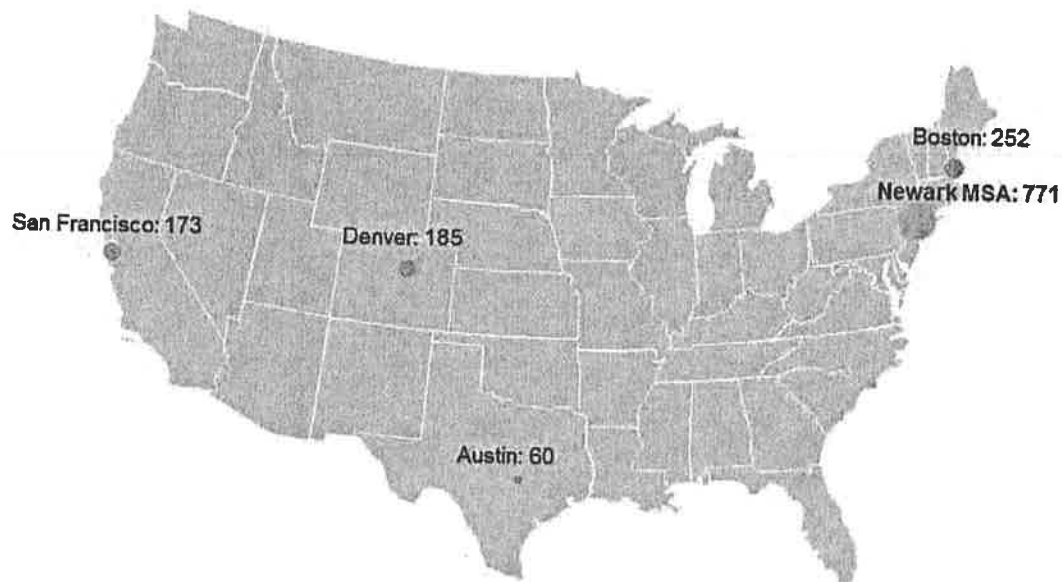
| University                      | Graduates per year | University                     | Graduates per year |
|---------------------------------|--------------------|--------------------------------|--------------------|
| NYU                             | 6,000              | Manhattan College              | 798                |
| Hunter College                  | 5,500              | Pratt Institute                | 769                |
| Empire State College            | 4,664              | Stevens                        | 737                |
| Long Island University          | 4,625              | St. Francis College            | 687                |
| City Tech                       | 4,250              | Yeshiva University             | 686                |
| St. Johns                       | 4,110              | Princeton Graduate School      | 657                |
| Queens College                  | 4,081              | Barnard College                | 590                |
| Baruch College                  | 3,700              | NYU School of Engineering      | 586                |
| Brooklyn College                | 3,601              | Macaulay College               | 528                |
| Staten Island College           | 3,449              | Brooklyn Law                   | 500                |
| John Jay                        | 3,327              | Wagner College                 | 462                |
| City College of NY              | 3,278              | Marymount Manhattan            | 437                |
| Kean University                 | 3,250              | NYU Law                        | 431                |
| Montclair State                 | 2,964              | Eugene Lang College New School | 415                |
| Lehman College                  | 2,581              | Fordham Law                    | 400                |
| Fashion Institute of Technology | 2,391              | Vaughn College                 | 400                |
| Rutgers-Newark                  | 2,300              | Boricua College                | 400                |
| William Paterson                | 2,275              | Columbia Law                   | 391                |
| Fordham                         | 2,200              | Gallatin School                | 382                |
| Columbia                        | 2,100              | Mt. St. Vincent                | 381                |
| York College                    | 2,000              | Cardozo Law                    | 368                |
| Mercy College                   | 1,789              | Drew University                | 354                |
| Medgar Evers College            | 1,789              | New York Law School            | 314                |
| Teachers College (Columbia)     | 1,762              | SUNY Maritime                  | 312                |
| Touro College                   | 1,725              | Metropolitan College of NY     | 300                |
| The New School                  | 1,709              | St. Johns Law                  | 250                |
| Monroe College                  | 1,698              | Rutgers Biz                    | 230                |
| Seton Hall                      | 1,400              | CUNY Law                       | 190                |
| Princeton                       | 1,300              | Rutgers Med                    | 178                |
| NJIT                            | 1,162              | Rutgers Law                    | 175                |
| Parsons                         | 1,050              | Pace Law                       | 166                |
| Montclair State Graduate        | 1,000              | Seton Hall Law                 | 150                |
| College of New Rochelle         | 1,000              | NYU Med                        | 132                |
| St. Joseph's College            | 969                | Cornell Tech                   | 53                 |
|                                 |                    | <b>Total</b>                   | <b>104,708</b>     |



Educational Attainment. US Census 2015 American Community Survey.

| County                       | Total<br>Population<br>25 years<br>and older | Bachelor's<br>Degree | Percentage<br>Bachelor's<br>Degree | Graduate or<br>Professional<br>Degree | Percentage<br>Graduate or<br>Professional<br>Degree | Total Bachelor's<br>or higher | Percentage<br>Bachelor's or<br>Higher |
|------------------------------|--|----------------------|------------------------------------|---------------------------------------|---|-------------------------------|---------------------------------------|
| Bergen County, New Jersey    | 660,605                                      | 200,525              | 30%                                | 112,479                               | 17%   | 313,004                       | 47%                                   |
| Essex County, New Jersey     | 531,804                                      | 111,450              | 21%                                | 71,003                                | 13%   | 182,453                       | 34%                                   |
| Hudson County, New Jersey    | 479,317                                      | 120,314              | 25%                                | 67,451                                | 14%   | 187,765                       | 39%                                   |
| Hunterdon County, New Jersey | 87,796                                       | 27,711               | 32%                                | 16,388                                | 19%   | 44,099                        | 50%                                   |
| Middlesex County, New Jersey | 576,760                                      | 140,803              | 24%                                | 98,292                                | 17%   | 239,095                       | 41%                                   |
| Monmouth County, New Jersey  | 437,260                                      | 116,263              | 27%                                | 76,280                                | 17%   | 192,543                       | 44%                                   |
| Morris County, New Jersey    | 347,632                                      | 102,540              | 29%                                | 76,224                                | 22%   | 178,764                       | 51%                                   |
| Ocean County, New Jersey     | 406,745                                      | 76,239               | 19%                                | 36,582                                | 9%  | 112,821                       | 28%                                   |
| Passaic County, New Jersey   | 336,082                                      | 55,572               | 17%                                | 27,673                                | 8%  | 83,245                        | 25%                                   |
| Somerset County, New Jersey  | 230,265                                      | 69,330               | 30%                                | 54,578                                | 24%   | 123,908                       | 54%                                   |
| Sussex County, New Jersey    | 101,279                                      | 25,436               | 25%                                | 10,785                                | 11%   | 36,221                        | 36%                                   |
| Union County, New Jersey     | 374,869                                      | 73,448               | 20%                                | 51,883                                | 14%   | 125,331                       | 33%                                   |
| Warren County, New Jersey    | 75,885                                       | 16,056               | 21%                                | 7,521                                 | 10%   | 23,577                        | 31%                                   |
| Bronx County, New York       | 925,619                                      | 122,969              | 13%                                | 61,292                                | 7%  | 184,261                       | 20%                                   |
| Dutchess County, New York    | 204,122                                      | 38,158               | 19%                                | 30,968                                | 15%   | 69,126                        | 34%                                   |
| Kings County, New York       | 1,786,153                                    | 383,350              | 21%                                | 247,742                               | 14%   | 631,092                       | 35%                                   |
| Nassau County, New York      | 941,082                                      | 227,876              | 24%                                | 183,270                               | 19%   | 411,146                       | 44%                                   |
| New York County, New York    | 1,249,729                                    | 403,019              | 32%                                | 355,662                               | 28%   | 758,681                       | 61%                                   |
| Orange County, New York      | 239,919                                      | 42,274               | 18%                                | 29,463                                | 12%   | 71,737                        | 30%                                   |
| Putnam County, New York      | 69,617                                       | 14,825               | 21%                                | 9,761                                 | 14%   | 24,586                        | 35%                                   |
| Queens County, New York      | 1,659,446                                    | 331,539              | 20%                                | 180,349                               | 11%   | 511,888                       | 31%                                   |
| Richmond County, New York    | 327,568                                      | 60,994               | 19%                                | 44,778                                | 14%   | 105,772                       | 32%                                   |
| Rockland County, New York    | 205,316                                      | 43,273               | 21%                                | 36,714                                | 18%   | 79,987                        | 39%                                   |
| Suffolk County, New York     | 1,032,219                                    | 195,968              | 19%                                | 160,245                               | 16%   | 356,213                       | 35%                                   |
| Westchester County, New York | 667,452                                      | 159,043              | 24%                                | 154,017                               | 23%   | 313,060                       | 47%                                   |
| Pike County, Pennsylvania    | 39,896                                       | 6,277                | 16%                                | 3,665                                 | 9%  | 9,942                         | 25%                                   |
| <b>Total</b>                 | <b>13,994,</b>                               | <b>3,165,252</b>     | <b>23%</b>                         | <b>2,205,065</b>                      | <b>16%</b>  | <b>5,370,317</b>              | <b>38%</b>                            |

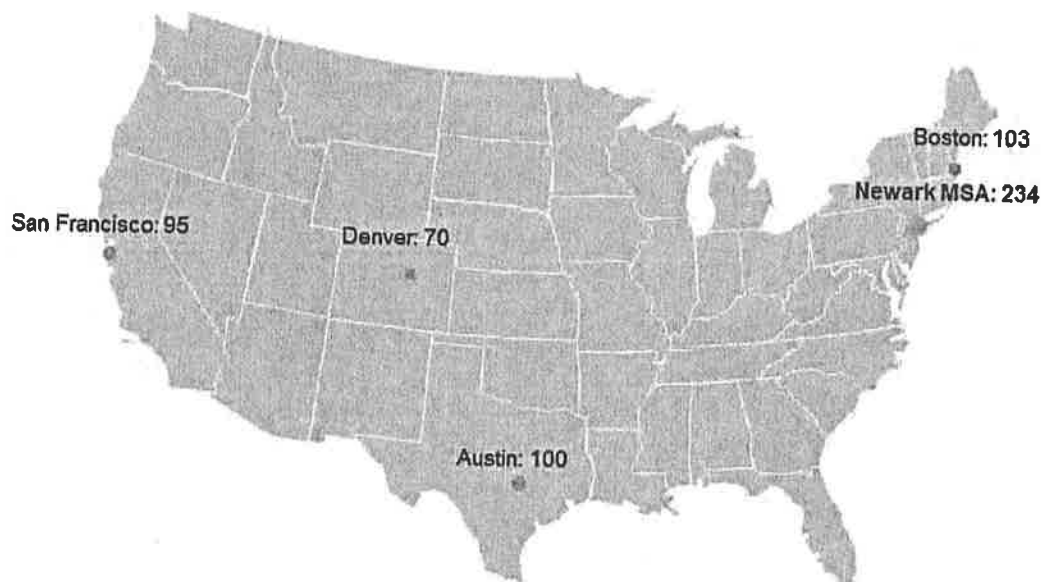
## Newark-NY MSA has more tech jobs than other cities



# of tech<sup>1</sup> jobs by location (000s)

<sup>1</sup> Tech jobs include the following: Network and Computer Systems Administrators; Software Developers, Applications; Software Developers, Systems Software; Web Developers; Computer and Information Research Scientists; Computer and Information Systems Managers; Computer Network Architects; Computer Network Support Specialists; Computer Occupations, All Other; Computer Programmers; Computer Systems Analysts; Computer User Support Specialists; Database Administrators.

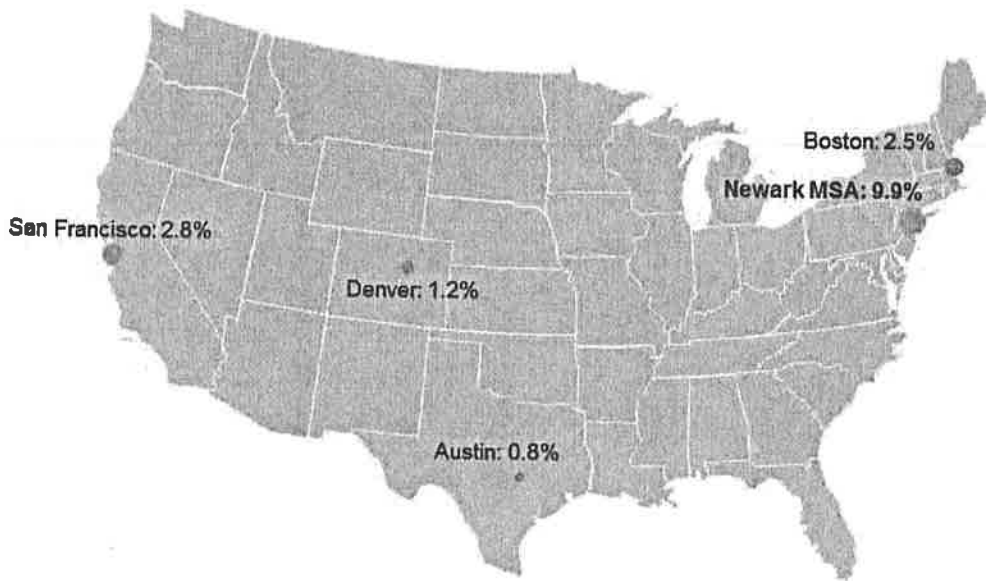
## Newark-NY MSA has more business jobs than other cities



# of business<sup>1</sup> jobs by location (000s)

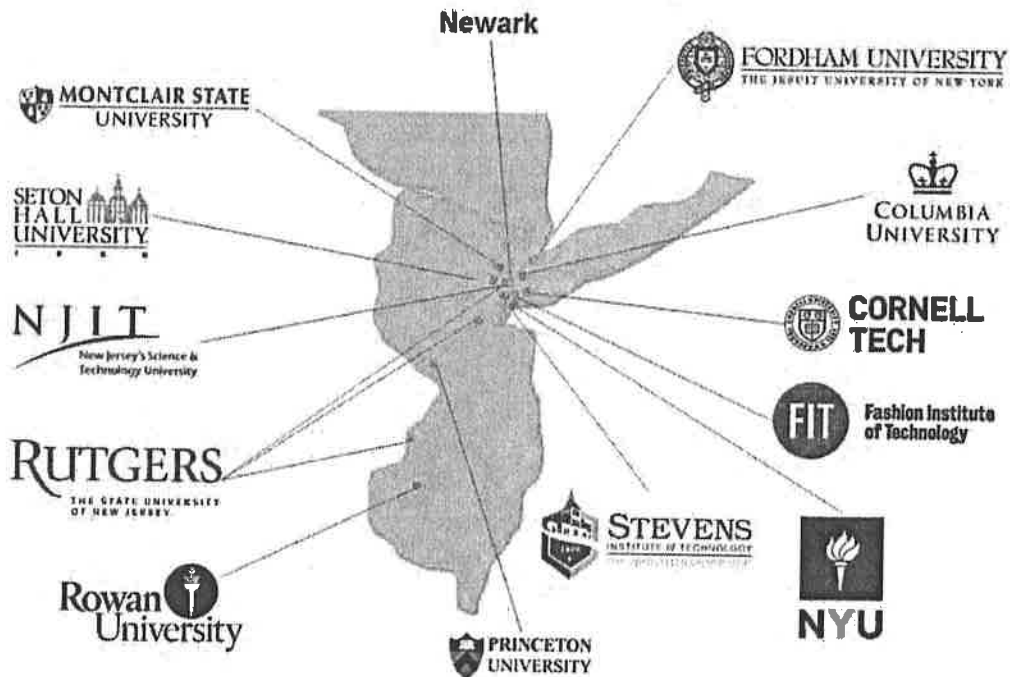
<sup>1</sup> Business jobs include the following: Administrative Services Managers; Budget Analysts; Business and Financial Operations Occupations; Business Operations Specialists, All Other; Compensation and Benefits Managers; Compensation, Benefits, and Job Analysis Specialists; Compliance Officers; Financial Analysts; Financial Managers; Human Resources Managers; Human Resources Specialists; Labor Relations Specialists; Management Analysts; Market Research Analysts and Marketing Specialists; Operations Research Analysts; Public Relations and Fundraising Managers; Sales Managers; Statisticians; Training and Development Managers; Training and Development Specialists.

## Newark-NY MSA leads the country in GDP



% of US GDP by location

## Greater Newark region hosts top university talent



Select universities surrounding Newark



## NJIT and Newark

New Jersey Institute of Technology, one of the nation's leading public polytechnic universities, is located in the University Heights section of the historic city of Newark. NJIT's 45-acre, computing-intensive, residential campus enrolled over 11,500 students in the fall of 2017 and offers over 40 STEM-related degrees at the baccalaureate, master's, and doctoral level.

NJIT has received numerous accolades from a variety of college ranking sources, including the US News Best Colleges ranking (2018) shown below.

- #32 Best Value Schools (3<sup>rd</sup> highest ranked public school)
- #68 (tie) Top Public Schools
- #82 (tie) Best Undergraduate Engineering Programs
- #89 (tie) Best Colleges for Veterans
- #140 (tie) Best Colleges

College Factual 2018 also identified NJIT as a top school for veterans, placing NJIT in the top 10% of schools for student veterans nationwide. College Factual also placed NJIT's Computer Information Systems program in the top 1% of such programs nationwide, a recognition mirrored by the Center for World University Rankings which placed NJIT's Computer Science program as best in the nation and #2 in the world (April 2017).

Other NJIT programs receiving recognition are the biomedical engineering program (#1 Best Value in New Jersey and #8 nationally according to BestValueSchools.com), and NJIT's game design program (#42 of the Top 50 Undergraduate Schools to Study Game Design published by Princeton Review in 2017). NJIT has also been recognized for its diversity by both US News (2018 Diversity of National Universities list) and the *Diversity in Action* magazine, which listed NJIT as one of the country's "Top Institutions of Higher Learning Dedicated to STEM Diversity."

**Student Demographics:** As of September 2017, NJIT's total enrollment is 11,551 with 7,565 undergraduates, 2,398 master's level students, and 453 students pursuing a doctoral degree. An additional 76 students are enrolled in graduate certificate programs.

For the university as a whole, the student population is 30% white/Caucasian, 19% Asian, 18% Hispanic, 18% international, 8% black/African American, and 3% multi-racial. The overall gender distribution of students is 27% female and 73% male; more specifically, at the graduate level, 29% of Master's students are female, while 34% of doctoral students are women. Approximately 400 NJIT students come from Newark, and approximately 82% of NJIT's overall student population is from New Jersey.



NJIT's graduates can be found nationwide, employed by some of America's top companies, including:

|                                  |                       |                        |
|----------------------------------|-----------------------|------------------------|
| ADP, Inc.                        | Alcatel-Lucent        | Amazon                 |
| Apple                            | AT&T                  | Audible, Inc.          |
| Cisco Systems                    | Colgate-Palmolive     | ExxonMobil             |
| Facebook                         | Forbes.com            | Google                 |
| Johnson & Johnson                | McGraw Hill Financial | Microsoft              |
| Panasonic Corp. of North America | Prudential            | USB Financial Services |
| United Parcel Service            | US Army               | Verizon Wireless       |
| Walt Disney Company              |                       |                        |

**Educational Programs:** NJIT comprises five academic colleges: the Ying Wu College of Computing, the Newark College of Engineering, the Martin Tuchman School of Management, the College of Architecture and Design, and the College of Science and Liberal Arts. Together, these academic colleges offer over 40 STEM degrees that make up about 80% of the university's total programs at the Baccalaureate, Master's, and Doctorate levels. NJIT is also home to the Albert Dorman Honors College which challenges students to become the leaders of tomorrow through rigorous Honors-level coursework across the curriculum, through engaging colloquia delivered by thought leaders, and through community service to the greater Newark area as well as across the NJIT campus.

To ensure that NJIT graduates have the requisite skills to succeed in today's competitive environment, senior undergraduate students at NJIT are expected to complete a capstone project. In the College of Computing Science, students undertake projects that enable them to address the real-world needs of local companies. Last year's capstone showcase featured 24 industry-sponsored capstone projects for major businesses across New Jersey, and four entrepreneurial teams starting new businesses by building innovative, ready-to-market software projects. These projects are reviewed by a panel of judges composed of industry executives and experts.

At the post-baccalaureate level, NJIT offers a large selection of on-campus Master's degrees, as well as a number of fully online Master's Degrees, including a Master's in Business Administration as well as Master's of Science degrees in Business and Information Systems, Computer Science, Information Systems, IT Administration and Security, and Management. Online graduate certificate programs are also available in areas such as Business and Information Systems Implementation, Data Mining, Digital Marketing Design Essentials, Information Security, IT Administration, Management Essentials, Management of Technology, Network Security and Information Assurance, Project Management, Software Engineering, Analysis and Design, and User Experience Essentials.

NJIT also provides professional development through its Continuing Professional Education (CPE) program that offers a number of online, non-credit academic and professional development programs in areas such as Artificial Intelligence, Big Data, Business Analysis, Business Leadership, Coding, Cyber and Network Security, Information Technology, Project Management, Supply Chain Management, and Web Development and Programming. Last year, CPE became one of only two university programs in the US invited to join the Amazon Web Services (AWS) Academy in teaching Amazon's proprietary curriculum of Cloud Computing Architecture. CPE also offers customized professional development and corporate training opportunities to meet the needs of particular employers.

**Pre-College Initiatives:** To ensure a steady stream of potential students, and to enhance the pool of women and underrepresented minority students interested in STEM education, NJIT is involved in several initiatives at the elementary and high school levels. NJIT's Center for Pre-College Programs

(CPCP) supports more than 4,000 pre-college students annually (predominantly females and underrepresented minorities from the greater Newark area) with summer camps and courses introducing the wonders of STEM. Of these students, well over 200 enroll as undergraduates at NJIT each fall to pursue STEM professions. The Upward Bound program focuses specifically on ninth to 12<sup>th</sup> grade, low-income students who will be the first generation in their families to attend college. The goal of the program is to increase the rate at which these students enroll in and graduate from institutions of higher learning.

Several other pre-college initiatives are highlighted below.

Girls Who Code: For the past several summers, NJIT has partnered with Verizon of New Jersey to provide a seven-week, immersive Girls Who Code summer camp experience for 40 New Jersey women high school students.

NSF INCLUDES: The Leadership and iSTEAM for Females in Elementary School (LiFE) grant, developed by three NJIT faculty members, was one of 27 projects recently awarded funding through the National Science Foundation's INCLUDES (Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science) program. This innovative project explores effective ways to showcase STEM as a collaborative, people-rich space that will attract more girls to science, technology, engineering, and math.

After-School All-Stars: NJIT's Albert Dorman Honors College has partnered with Newark's After-School All-Stars organization to provide STEM mentoring after-school programs at elementary schools around the city of Newark.

Real World Connections: This program offers gifted and talented middle and high school students the opportunity to be involved in a fun, hands-on educational experience through which they can work with well-known companies, subject matter experts, alumni, parents, students, and faculty of NJIT. Students participate in interactive, project-based learning experiences revolving around STEM areas such as game development, architecture, and web and mobile application development.

Research: NJIT is a nationally ranked public research university with total academic research expenditures in FY2017 reaching almost \$140 million. NJIT is also a major producer of intellectual property with 220 unexpired patents, 60 pending US non-provisional patent applications, and 37 pending US provisional patent applications. NJIT has more than 50 research centers and laboratories, including a number with a strong focus on software development and computer science.

Center for Big Data: The mission of the Center for Big Data is to synergize the strong expertise in various disciplines across the NJIT campus and build a unified platform that embodies a rich set of big data-enabling technologies and services with optimized performance to facilitate research collaboration and scientific discovery in this emerging area.

Cybersecurity Research Center: The Cybersecurity Research Center develops new methods for understanding how modern cyber systems can be compromised and fail, how to design cyber systems so they are secure, and how to improve or fix the cyber infrastructure that has already been deployed. In September of this year, Prof. Kurt Rohloff, co-Director of the center, was awarded the prestigious Young Faculty Award from the Defense Advanced Research Projects Agency (DARPA).

Face Recognition and Video Processing Laboratory: This lab develops advanced theoretical methods and applies them to solve problems such as facial recognition, image search, video retrieval, and data visualizations.

Intelligent Internet and Information Systems Laboratory: Research activities in this lab focus on web intelligence and online content search, understanding, mining, and recommendation.

Other laboratories relevant to Amazon's HQ2 needs include NJIT's Controls, Automation, and Robotics Laboratory, the Operations Management Laboratory, and the Advanced Networking Laboratory. NJIT researchers also conduct ground-breaking work in a number of other research areas, including solar-terrestrial research, brain and neuroscience research, building knowledge and resilient design, natural resource development and protection, and bio- and nanomaterials.

**Industry Partnerships:** To facilitate individual-level research collaborations with industry, NJIT offers a Collaborative Doctorate in which doctoral candidate employees investigate an area of research aligned with their employers' goals. For larger industry-institution collaborations, NJIT created the New Jersey Innovation Institute (NJII), a fully owned corporation. NJII applies the intellectual and technological resources of NJIT to emerging areas identified by industry partners, developing an "Innovation as a Service" model to solve the grand challenges shared across an entire sector or to help individual companies pursue their proprietary goals. Some examples of NJII-industry partnerships are listed below.

Open Innovation & Supply Chain Development: Lockheed Martin, Alcoa

Healthcare IT & Innovation as a Service: Hackensack Meridian Medical System, Barnabas Health, AtlantiCare, Atlantic Health, United Health, Horizon Blue Cross Blue Shield

Unmanned Aerial Systems Flight Operations Support: DJI, AAI, Sharp Electronics, Maser Engineering

Defense Energetics Manufacturing Technology: BAE Systems, US Army Research & Development Engineering Command

"Smart City"/IoT Infrastructure & Applications: Panasonic North America, IBM, Nokia Bell Labs, Juniper Networks, AptiNet, PSE&G

Civil Infrastructure: AECOM, Torcon, Lewis Berger, Port Authority of NY & NJ (PATH), NJ Transit, China Triumph International Engineering Corp., China South Rail

Biopharmaceutical & Cell/Gene Therapy Manufacturing: Allergan; Amicus Therapeutics; Applikon Biotechnology, Inc.; Bayer Healthcare LLC; Becton Dickinson; Boehringer Ingelheim Pharmaceuticals, Inc.; Celgene; Eli Lilly; Immunomedics; Janssen; Merck & Company; Nohla Therapeutics; Novartis; Novo Nordisk, Inc. ; Pathfinder; Pfizer, Inc.; Regeneron; Sanofi; Shire Plc; Vaxart; Vertex Pharmaceutical; WuXi AppTec; Pall; GE Healthcare; Panasonic Healthcare

NJII's approach embraces a three-step methodology: ideation, demonstration and commercialization. Ideation techniques include open innovation challenges along with a unique adaptation of "Strategic Doing" from the Purdue Agile Strategy Lab. Demonstration relies on pilot tests and evaluation environments that scale to real world deployment, and are specific to each business area. Demonstrations include next-gen biopharmaceutical manufacturing development centers; Newark city-wide Smart City infrastructure to evaluate Internet of Things (IoT) applications that enhance urban living; an Unmanned Aircraft Systems testbed airport with full support for flights in civilian airspace; a blockchain demonstration lab for financial technologies (fintech) and other novel

applications requiring secure information exchange; and an operating Healthcare Information Exchange connecting seven regional hospitals, several thousand physicians, local pharmacies and clinical labs. The commercialization step builds on NJIT's 30 years of experience as operator of the state's oldest and largest technology business incubator, the Enterprise Development Center (EDC).

The EDC offers start-up and small companies a portfolio of business coaching services, organized access to investors, connection to legal, accounting, and marketing professionals, and technical resources (including the AWS Activate program that provides AWS cloud credits for startups) through relationships with NJIT. The mission of the EDC is to help startups and growth companies become profitable businesses and dynamic participants in the economic life of New Jersey and the nation. The EDC is currently home to 90 resident companies at various stages (seed, start-up, and expansion) of development; of those companies, over 40% are minority-owned and 18% are women-owned. Industry clusters represented include medical devices, drug development, mobile apps, e-learning, defense and homeland security, smart infrastructure, civil engineering, and energy. Together, these companies produce over \$100 million in annual revenue and have created over 700 jobs, including the employment of over 300 NJIT students. EDC companies have collectively brought in \$135 million in angel and venture capital and federal grants.

NJIT continues to expand its opportunities and facilities for industry-institution collaborations. Most recently, the State of New Jersey approved \$10 million in funding for the creation of an NJIT Makerspace. These spaces, which feature tools for product design and prototyping, are fundamentally changing the way government, educators and industry partners collaborate. Once completed, NJIT's Makerspace will be the largest serving the State of New Jersey. NJIT is also an NSF I-Corps site; this program challenges scientists and engineers to envision commercialization opportunities for their work, thus accelerating the economic and societal benefits of NSF-funded research projects. Close to 100 faculty/student/industry mentor teams have participated in NJIT's I-Corps site program to date.

**Opportunities for Innovative Industry Collaborations:** In addition to the more traditional forms of industry-institution collaborations described above, NJIT is constantly envisioning and encouraging new, more creative opportunities for collaborations between the university and local businesses. Existing opportunities for corporations to interact with students include senior capstone sponsorship, sponsorship of student events such as the hackathon and global game jam, and serving as judges evaluating student work such as those displayed at the Undergraduate Research Initiative (URI) and senior capstone showcases. Potential future opportunities include donation of developer kits/software for student experimentation and problem-based learning, dedication of student Fellowships to conduct research related to the industry partner's specific interests, mentorship of I-Corps and other competitive teams, and advisory board positions to ensure educational programs are preparing students to meet the needs of the ever-changing knowledge society.

At the university level, new opportunities for industry-institution collaborations include collaborations in funded research (e.g. industry partners can apply jointly for federal funding with NJIT through programs such as GOALI/PFI), collaborations with companies in the EDC, colloquia series for students and faculty, and co-investing in venture funds such as the NJIT Highlander Angel Network (NJITHAN), an angel investment network focused on founding startups in which the founder and/or board member is a graduate, student, parent, or faculty member at NJIT. Furthermore, for technology companies such as Amazon, the NJIT campus can serve as a test environment for innovations, while NJIT could assist in the creation of a cohort-based cluster program (similar to the HealthIT Connections program) to develop related innovations and startups.



# RUTGERS

## UNIVERSITY | NEWARK

Rutgers University – Newark’s identity emerges from our connectedness – physical, spiritual, economic, social, cultural and human capital links – to Newark. We like to say that Rutgers-Newark is not just “in” Newark but “of” Newark, inhabiting iconic buildings once centerpieces of a proud downtown that is once again being reborn, tracing our institutional identity as a richly multi-racial, multi-ethnic haven for opportunity-making to the narratives of migration, rebellion, and immigration that define the strength and resilience of the city of Newark’s remarkable 350-year history.

For us, being an anchor institution comes down to collaboration, sitting down with partners across the public, private, and nonprofit sectors of Newark to identify challenges that we can and must work on together, each of us bringing our assets to the table to plan ways forward. In the process, our city and each partner gains. In our case, for example, our faculty and students gain from exceptional opportunities (1) to address some of the most pressing problems in their disciplines as they occur in all their messiness in the world—which, more often than not, demands that we learn to work better across disciplines—and (2) to work with and learn from professionals practicing in their fields, as well as community residents who grapple with those problems every day. Doing this work takes discipline, as not every challenge facing the people of our city is something that we as an institution are well positioned to address, but the process of carefully choosing projects that align with our strengths gives us the greatest chance of actually moving the needle on the challenges we take on together with our partners.

Following are descriptions of anchor institution work we are doing across the schools and colleges of Rutgers-Newark, with partners from across the public, private, and nonprofits sectors of Newark as well as community residents, weaving together the approaches of multiple disciplines to address pressing local challenges. Critically, in each of these areas, we know that the work being done locally is not just about Newark; quite to the contrary, the issues we are tackling resonate in metropolitan areas across the nation and around the world.

### Anchor Work in Education

As America urbanizes relentlessly and its population grows fastest among groups that historically have been left on the sidelines of educational opportunity, increasing postsecondary educational attainment in cities like Newark—whose population today looks like America’s will in two or three decades—must be among our nation’s highest priorities. Anthony Carnevale noted in his recent report on the jobs recovery after the Great Recession, entitled *America’s Divided Recovery: College Haves and Have-Nots* that of the 11.5 million jobs added in the recovery, only 80,000 went to those with high school diplomas or less—that is less than 1%. Such data underline the imperative to increase college completion for poor and working-class students, especially in predominantly minority communities. Numerous initiatives across Rutgers-Newark’s schools and colleges share the aim of addressing this imperative.

### Newark City of Learning Collaborative

The Newark "City of Learning" Collaborative is an umbrella initiative under which Rutgers-Newark organizes conceptually a number of cross-cutting efforts across its schools and colleges that share the goal of increasing the percentage of Newark residents who hold postsecondary credentials. Specifically, the collaborative supports the City of Newark 2012 Master Plan goal: increasing the number of Newark adults with high-quality postsecondary degrees and credentials from 13% to 25% by 2025. This collective impact consortium, is managed by Rutgers-Newark's Cornwall Center for Metropolitan Studies as a backbone organization gathering data city-wide and convening multiple "learning groups" drawing on these different partner organizations.

NCLC works on many fronts, ranging from developing cohort-pipeline programs with middle and high school students, sharing "college knowledge" with students and families (including financial aid information), supporting test preparation, fostering dual enrollment programs for high school students and aligning curricular and transfer pathways from 2- to 4-year institutions, providing leadership training institutes with high school students that engage the corporate community, and working with the City on its summer youth employment program.

Each anchor institution and collaborating partner plays to its strengths and commits its resources to particular projects that facilitate the larger goal of changing the post-secondary attainment map in Newark – whether it is Rutgers-Newark announcing a robust financial aid support program for students from Newark, Essex County College and Rutgers and NJIT creating cohorts of high school students in Newark Achieves, the corporate community stepping forward with summer internships, and the City of Newark creating Centers of Hope for programming in neighborhoods. Even more critical is the engagement of NCLC as a holistic entity in major education initiatives as they arise in the city – for example, the Newark Public Schools and the City of Newark, along with several philanthropic groups and community-based organizations, have embarked on an ambitious program to build neighborhood community schools with social, health, and academic supports throughout the South Ward of Newark, and NCLC is at this table; or, similarly, these same groups have combined to tackle head-on the question of educational attainment for "disconnected youth" (some 4,000 or more not in their high school seats) and NCLC is once again a central backbone resource to this major city-wide initiative.

Currently, there are four lines of work that best exemplify NCLC activities supporting the Strategic Plan's vision of the development of K-20 educational pipelines and pathways. The incubation of cohorts has emerged as a key strategy for creating college pathway opportunities for nearly a thousand young people over the next several years, including the nascent PAS, YLSP, and Aspen cohorts. The cohort approach overlaps with conversations to structure the City's first University-Assisted Partnership for a South Ward high school that could potentially impact a cluster of five schools in that ward. Both efforts are informing NCLC's overarching systemic work to create a citywide conversation around increasing the quantity of high-quality seats available at Newark high schools with special foci, as well as engaging the broader community in the development of a framework to gauge NCLC's progress on an annual basis.

#### **Increasing Access and Affordability**

We have introduced new financial aid initiatives—increasing institutional funding and securing new external funds—and re-organized our existing financial support programs and communications efforts to align with our strategic plan and concomitant enrollment goals. This is evident in the following.

- **RUN to the TOP:** This “last-dollar” financial aid program guarantees aid to completely cover full-time, in-state tuition and fees for admitted students whose adjusted gross family income is \$60,000 or less and who are either a resident of Newark or a New Jersey resident transferring in with an associate’s degree from a New Jersey county college. As of Fall 2017, 683 students have earned scholarship support under this RUN to the TOP, a large number of them from Newark. This program also offers residential scholarships to all students admitted to our new Honors Living-Learning Community (HLLC), described below.
- **UndocuRutgers & TheDream.US:** Created an event, now in its 3rd iteration (2014-15, 2015-16, 2016-17) for undocumented individuals and their families to promote knowledge of college options for this population of students and prospective students in northern NJ. For fall 2016, we added a scholarship option for undocumented students through a partnership with TheDream.US that provides \$25,000 of support for eligible recipients, supplemented with RUN institutional funds.
- **Second Chance Pell:** In support of the over 500 students in the NJ STEP program, based at RUN, Rutgers University was selected as an experimental site for the US Department of Education’s Second Chance Pell program. NJ STEP is an association of higher education institutions in New Jersey that works in partnership with the New Jersey Department of Corrections to provide higher education courses for students under the custody of the State while they are incarcerated and an opportunity to pursue a four year degree in a campus setting post-release. Second Chance Pell helps to make this program possible for participants who remain incarcerated.

### **The Honors Living-Learning Community**

Rutgers-Newark’s commitment to cultivating talent right here in Newark is nowhere more evident than in our Honors Living-Learning Community (HLLC), which revolutionizes the concept of “honors.” Our strategic plan proposed that we undertake this signature initiative that epitomizes our commitment to engaging the next diverse generation of change makers in our midst by creating a residential, inter-generational learning community that would house 400 students, based on an expansive talent search that moves well beyond the typical narrow indicators of merit, interviewing for leadership skills, grit, commitment to social change. Among the distinguishing features of the HLLC are a recruitment process that creates intense cohorts of very diverse students:

- We are committed to an inclusive process which expands traditional metrics used to identify ability, intelligence, and academic potential. The HLLC admissions process creates a welcoming environment for all students participating, and making students feel valued and “college material”-especially those who have often been marginalized through biased and narrow admissions processes. Our process supported an increase in yield for all students participating in our process, even those who were not admitted into the HLLC.
- We have enlisted the support of 180 staff and faculty from multiple disciplines and departments to be trained evaluators in the HLLC admissions process. All faculty and staff are committed to a shared vision for redefining traditional notions of merit so that we can meet our fullest potential as a university community.
- The HLLC’s 163 students are incredibly diverse as a result and look different from most honors programs. 45% are from Newark, nearly 50% are first generation college-going, nearly 90% are students of color, and nearly 40% are transfer students.

Students include “Dreamers,” those who grew up in foster care, some who have been homeless, individuals who have been formerly incarcerated, and students who are parents.

### **Newark and Beyond**

Rutgers-Newark also has created programs focused on cultivating talent in specific disciplines across New Jersey and beyond. For example, the earth and environmental sciences professor Alec Gates directs the state-wide Garden State Louis Stokes Alliance for Minority Participation (GS-LSAMP) Program, part of a National Science Foundation-funded network, which is designed to greatly increase the number of professionals in STEM (Science, Technology, Engineering and Math) fields from minority groups who are traditionally underrepresented. The program provides support services at many levels to help interested students be successful in STEM majors. It is an alliance of 9 colleges and universities across the state of New Jersey. In Phase I, the goal of the GS-LSAMP was to increase the number of underrepresented minority students who graduate with degrees STEM. The alliance exceeded this goal by doubling the number. In Phase II, the GS-LSAMP goals are:

- Integrate and increase research among undergraduate students
- Opportunities for international research (i.e. study abroad)
- Build a pipeline for GS-LSAMP Scholars from community colleges to four-year institutions
- Build a pipeline for GS-LSAMP Scholars in baccalaureate study to graduate study

The GS-LSAMP focus on post-baccalaureate studies creates a learning community among the STEM students in its partner institutions to increase their success and provide them with increased opportunities in the STEM fields. Participating institutions in the GS-LSAMP collaborate to provide students in their partner institutions with unique opportunities for research, travel, and careers in STEM. Currently, GS-LSAMP has cohorts of underrepresented minority students in STEM at seven predominantly public 4-year institutions, with more than 1,000 students graduating annually across those institutions, and 211 GS-LSAMP Scholars currently at Rutgers-Newark. Further, GS-LSAMP has realized the goal of building a pipeline from community colleges to four-year institutions through the Bridges to Baccalaureate (B2B) Program, which includes five two-year New Jersey county colleges that are federally designated Hispanic Serving Institutions; these institutions currently have 1,000 B2B students enrolled, who are gaining STEM research opportunities, peer mentoring, career and transfer advising, and access to an online math bridge program to improve their preparation for moving on in STEM.

Rutgers Business School has created a Pre-College Enrichment Program (RBS-PREP) recruits students from Newark and Greater Newark area high schools to provide them early exposure to Rutgers Business School, careers in business, college level courses, and campus life. Up to 20 high school juniors are selected annually by committee during the fall for participation during spring semester. All RBS – PREP participants enroll in a spring Management Skills course that meets Saturday mornings. High school student participants are paired with an RBS student tutor/mentor for enrichment sessions, during which the tutor/mentors reviews class assignments, notes, and work to help answer any questions high school participants may have. Enrichment sessions conclude each week with scheduled guest speakers and/or activities meant to highlight and expose participants to student life at Rutgers, RBS, careers in business, life skills and issues surrounding diversity. Successful completion of the RBS – PREP program results in the high school juniors earning 3 academic course credits toward completing their undergraduate education should they be admitted to RBS.



RBS also created the New Jersey County College Case Competition (NJC4), which provides New Jersey county college students, from diverse backgrounds and disciplines, the ability to collaborate, network and demonstrate their talent, knowledge and skills to a panel of expert judges as they solve a real-world business problem. Rutgers Business School created this program, now in its second year, to afford students at New Jersey's two-year institutions the opportunity to use creativity, analytics, and presentation skills well beyond the classroom environment, as well as encourage them to set their sights on attaining higher degrees. Participants gain the opportunity to take part in a real world business case competition in which they are called upon to think more broadly about important business problems. In 2016, six county colleges and over fifty students participated in the first annual event. In 2017, RBS is looking to double the number of participants.

### **Anchor Work in Economic Development**

One of the greatest and most persistent challenges facing urban America over the past half-century, especially legacy cities like Newark, has been to restore prosperity through inclusive economic development that both supports revitalization of downtowns and builds capacity among the residents of neighborhoods to spur further development as entrepreneurs and to chart their courses through high-quality jobs and professional career paths. This challenge, tied inextricably to issues such as education, creativity, and public health and safety, remains one of the most vexing problems facing our cities and the focus of scholars across the disciplines at Rutgers-Newark. Our strategic planning process surfaced this broad interest, resulting in a strongly articulated desire to find ways to leverage the work of our faculty, staff, and students from all of our schools and colleges on the many aspects of urban economic development in collaboration with community partners and residents, which, in turn, has led to investment in existing and new projects designed to do exactly that.

The School of Public Affairs and Administration, for example, leads the Newark-focused Evidence-Based Economic Development Initiative. One aspect of this has been to develop a City of Newark App, called "myNewark," which is accessible for iOS and Android devices, assisting the public with accessing and utilizing government services. Services and resources found on myNewark include the ability to report non-emergency issues and current news, providing a real-time civic engagement platform empowering Newark residents to be actively engaged community members and report neighborhood issues directly into city government work order systems from their smart phone. Established in 2014 with a Chancellor's Seed Grant, the initiative also provides current, independent and insightful data to economic development decision-makers and citizens throughout the Newark region. Partners include the Rutgers Business School (RBS), the City of Newark, and the Newark Regional Business Partnership (NRBP).

Much of Rutgers-Newark's anchor work in economic development grows out of the engagement of the Rutgers Business School with partners across the city and region. As is the case with the RBS Center for Urban Entrepreneurship and Economic Development (described in detail earlier), capacity building is a key component of this work, with projects ranging from one day charrettes or workshops on focused issues to procurement or contracting opportunities to the development of pipeline education-to-profession plans, urban agricultural-food system planning, international business, and community economic master plans. Faculty and students are involved in most technical assistance projects. Examples range from development of Big Data B2B Anchor Procurement System to development of the Innovation in Precision Manufacturing: New Technology to New Business, Partnerships for Innovation.

### **Capital Investments**

We have made it among our highest institutional priorities to use the opportunities presented by capital projects not only to bring jobs to our city, but create new spaces for collaboration with cross-sector partners and community residents. Currently, Rutgers-Newark has newly completed or in-process capital projects whose total value exceeds \$350 million.

#### **LandCare Newark**

LandCare Newark is a project funded by a Chancellor's Seed Grant that cleans, greens, and maintains blighted vacant lots, which has a positive impact on many different aspects of community life, while building partnerships that can help to solve some of the most intransigent and complex problems faced by legacy cities. Vacant properties are associated with a range of negative health and safety outcomes, including psychological distress, drug use, self-reported physical dysfunction, and crime (including gun violence). Today, cities with an abundance of vacant properties and slow growth are increasingly viewing blighted abandoned land (and buildings for that matter) as potential assets rather than problems by including them as part of comprehensive revitalization strategies that prominently feature their positive use and reuse. Work in a number of cities has shown that cleaning and maintaining lots is related to increased home values, reduced violence and crime, and improved resident satisfaction, health and well-being. Partners in LandCare Newark include researchers and practitioners from Rutgers-Newark, the Greater Newark Conservancy, YouthBuild, and the City of Newark with technical support from the University of Pennsylvania and the Philadelphia Horticultural Society. Sites in the South and West Wards of Newark that are on major thoroughfares and near schools have been targeted. A core element of this project is the engagement of opportunity youth in neighborhood improvements to benefit both the individual youth and the surrounding Newark community. Not only do YouthBuild students work to transform the spaces (while learning about urban environments, soil types and treatments and how to choose plants and trees for these locations), they also engage in a participatory research project to learn about and give input into vacant land reuse. Faculty with experience in community-based, participatory research train students in qualitative research methods. Under faculty supervision, the students design and conduct focus groups with young people from the city of Newark to learn about how the youth of Newark view the vacant land in their neighborhoods, how they use it (or don't) and what could be done to improve it.

#### **The Newark Environmental Sustainability Institute (NESI)**

Located at the Newark Bay, Newark is the largest city in the most densely populated state in the nation with one of the longest legacies of human intervention in North America. As such, Newark is challenged not only by pollution, engineering intervention, and infrastructure, but also by increased risks associated with flooding, sea level rise, and saltwater intrusion into groundwater. In addition, Newark still suffers from historic events that left one-third of its population in poverty, the children in under-resourced public schools, and a legacy of industrial toxins and Superfund sites. The Newark Environmental Sustainability Institute serves as the convener of expertise, research, and educational intervention essential to making the greater Newark region more sustainable. Its mission is to advance urban sustainability in the greater Newark region, through research, education and community outreach using an interdisciplinary approach that incorporates social, political and natural sciences, together with the reporting capabilities of documentary media. Founded in 2015 as a unique collaboration between the departments of Biological Sciences, Earth and Environmental Sciences, Anthropology, and Arts, Culture and Media, NESI's core team vision is to pursue a multi-dimensional, interdisciplinary approach to urban environmental sustainability, which currently does not exist in the region.



RUTGERS

Supply Chain Management Department -&  
Public Private Community Partnership  
Rutgers Business School -  
Newark and New Brunswick  
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### **Amazon - Rutgers U Newark (AURUN) Business Technology and Operations Decision Theater**

The Amazon - Rutgers U Decision Theater will be an Amazon Newark on-site immersive environment designed for on-going collaborations. Amazon employees, Rutgers Faculty and Students (and invited Amazon Suppliers and Guests) will be arranged in a technology intense conference room configuration to improve human engagement with each other in order to interact with the technological visualization information around them. Amazon participants can take advantage of a variety of innovative tools to improve decision making including 3D, holographic and geospatial visualization, simulation models, system dynamics, business, technology and operational hackathons, and computer-assisted tools for collecting participant input and collaboration ... which will be utilized to solve complex decisions. Amazon's decision participants will also have access to Rutgers University's ongoing research in policy informatics, design, geography, computational science, business (all disciplines including our highly-ranked supply chain management department), psychology, mathematics, environmental science, workforce development and our extensive public-private community partnership programs and network.

*Rutgers will provide on-site Rutgers Decision Theater Faculty from the Rutgers Business School (Supply Chain Management-PPCP)*

**Goal:** Grow the Amazon global brand, expand the Amazon professional career experience while integrating the entire Amazon corporate environment into the Newark and Rutgers culture. We strongly believe that assisting professionals with complex business, technical and operational decisions provides Amazon, Rutgers and Amazon business partners (and potential partners) with unmatched global skills which will shape Amazon's future leaders while enhancing customer and supplier engagement and relations.

#### **Outcomes:**

- **Determines** how complex business concepts, technology and operational decisions can be successfully integrated throughout Amazon's vast corporate complex, to integrate them to a business unit, or let them operate independently.
- **Access** Amazon, Rutgers and Newark-based talent and innovative ideas around an open-ended Amazon business or operational objective with fast-paced innovation and long-term timelines to ROI.
- **Train** Amazon intrapreneurs by placing them in an immersive environment where they can be educated on entrepreneurship models and have daily interactions with Newark-based entrepreneurs that could become part of Amazon's supply chain.
- **Stimulate** Amazon startup activity around a new technological platform, e.g., Amazon AWS.



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### **Amazon - Rutgers U Newark (AURUN) Business Technology and Operations Decision Theater**

- **Spur** innovation in any area of Amazon's business portfolio where key innovative operational strategies and/or the ultimate positive consumer experience is maximized.
- **Identify** the appropriate Environmental Social Governance and Public Private Community Partnership initiatives that Amazon could participate and or invest in.

### **Teams Required to Establish the Amazon-Rutgers U Decision Theater Program**

- **Amazon Decision Theater selection, project selection, and final evaluation team.** This team should consist of both Amazon and Rutgers employees and outside experts. They evaluate the decision theater content design ideas to include in the decision theater.
- **Rutgers Mentors team.** A Rutgers mentor works closely with each Amazon team invited to participate in the Decision Theater and helps Amazon cohesively, shape their idea, explore alternatives, recruit additional members and connect with customers, potential partners and even investors. Each Rutgers mentor typically works with 3-4 teams.
- **Rutgers Education team.** This team is responsible for working with Amazon to analyze and identify Amazon's complex business or operational decisions, and present criteria to be considered for the decision theater process.
- **Amazon Operations team.** The members of this team include the Amazon (and/or Rutgers) executive managing the Decision Theater, business development and marketing managers, the individuals supporting for incubator's back office, and a few *relationship managers* whose goal is to act as liaisons between the projects being incubated and the business units, keeping them informed on the projects' progress but, most importantly, of each project's relevance to each business unit's long-term goals and priorities. The managing executive, along with business development managers, recruit candidate teams, and network in the incubator's broader ecosystem, e.g., Silicon Valley, with the appropriate constituencies, e.g., venture investors, IP lawyers, etc. The back-office group supports the teams being incubated (IT, financials, facilities), generally manages the incubator's operations, and manages the joint development agreements, licensing agreements, and OEM deals with the incubated companies.

# SPACE

## SHARESPACE & INCUBATOR

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The leading co-working space of New Jersey, we strive create a unique culture and positive space. =SPACE is a magnet for **minority and women-owned enterprises led by intellectuals techies and entrepreneurs of New Jersey**. Headquartered in the City of Newark our share space provides resources for startups, coaching for tech companies and a wealth of intellectuals to collaborate and build. The next wave in enterprises are being born within our walls. Become a part of the story.

### **SPACE(r) Success**

#### ***Christina Bright***

Graduate of the "Moms Who Hustle" entrepreneur training program, Chris has joined our space as an ambassador. She commands a 25.4k social media following and brings her audience unique messaging about what it means to be an innovator, a mother and a creative.

### **GoSuba**

One App- Any Car, Anywhere, Anytime

Users can choose any service level for any occasion, vehicle size for any number of riders and go anywhere at anytime, on-demand or with a reservation. The SUBA Network is exclusively made up of licensed and regulated partners providing professional services for decades offering security and peace of mind. Know your driver information and locate your driver immediately, streamlining the transportation experience.

### **Calixtech News**

Highlighting all things tech, Calixtechnews is a network, of podcast interviews with influencers in all segments of the tech world with reviews of pre-market products and an insider look at events throughout the country. Headquartered in our 2 Gateway SPACE Calixtech news pulls leading brands into the City of Newark including Black Enterprise, Forbes and the New Agency.

### **Newark Tech Summit**

This annual summit comes alive across five days of events, conferences and roundtable discussions focused on how to use technology across any and all business sectors. The events are concentrated on a variety of tech topics and are catered specially to small business owners, entrepreneurs and creatives.

### **Newark Tech Week**

Newark Tech Week is a city-wide compilation of events that includes tech leaders, social organizations, corporations, and the community to build a unique experience for investors, entrepreneurs, and intellectuals.



# FOUNDERS

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## ABOUT

At FOWNERS our mission is to create the world's most elite and progressive educational ecosystem for entrepreneurs to learn the most in-demand business and personal skills needed to excel in pursuit of their passion.

Founder Gerard Adams, widely known as the "Millennial Mentor" is a serial entrepreneur, angel investor and philanthropist. He was the founder of Elite Daily, the millennial content platform that reached up to 80 million readers worldwide and sold to the Daily Mail for \$50 MM dollars. His current endeavor, Fownders, is a progressive education social enterprise, focused on educating young entrepreneurs through the principles of entrepreneurship and human development.

## FOWNERS ACCOLADES

24 companies have attended our in-person accelerator. 560 companies are in our Fownders community. 5 new companies come in every week to Fownders for in-person training, mentorship and networking. The companies have raised over \$500k in funding.

Gerard Adams is the Director of Startup Grind Newark. Startup Grind is a global entrepreneur community powered by Google. Gerard Adams and his Social Enterprise, Fownders, have hosted 5 events thus far with speakers such as Daniel Cherry, the CMO of the NJ Devils and the director of the brands And1 and the Truth Anti-Smoking Campaigns, and Joe Huff the founder of the social impact company LSTN.

Future Fownders is Fownders non-profit initiative bringing the Fownders Entrepreneur Curriculum to local high schools in Newark. Fownders has successfully run three beta programs in East Side High School and Link Charter School, creating 5+ new businesses run by students.

Fownders coordinates local networking events for the community twice per month to allow local business owners and residents to come in for free mentorship and training in both business and personal development.

## FOWNERS MEMBERS

Fownders members have raised a total of \$1M+ after year one of our accelerator

Cody Ross - Raised over \$500k for Slingshot VR. Virtual reality, 360 video company.

Robert Arenas - Founder of Gyminies, cricket-based protein baking mixes. \$6k in revenue in first 6 months, raised over \$15k. Building team and advisory board of 4+ in Newark, NJ.

Gerard Adams - Gerard will be a Millennial and Generation Z anchor in the city as an influencer. Gerard is the CEO of Fownders - social impact accelerator and education for the future headquartered in Newark, NJ. Gerard is a social media expert, documentary executive

# FOUNDERS

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producer, host of show Leaders Create Leaders with 20 Million+ views, contributor to inc and entrepreneur magazine, millennial branding and culture expert, recipient of Magic Johnson's 32 under 32, top 100 most influential in tech by Business Insider for Silicon Alley, was co-founder of largest millennial publication worldwide Elite Daily, which sold in 2015 to the Daily Mail

Jhamar Youngblood - Founder of Blastchat, Newark Native who won a 50k grant for Women's Safety App. Link:

[http://www.nj.com/essex/index.ssf/2017/04/newark\\_native\\_wants\\_to\\_change\\_the\\_way\\_we\\_communica.html](http://www.nj.com/essex/index.ssf/2017/04/newark_native_wants_to_change_the_way_we_communica.html)

Taylor Wallace- Founder of FYBS, a fashion technology platform exclusively for plus-size women. Raised seed round of over 60k, and spearheading the iFundWomen Newark crowd funding campaign, two employees hired. FYBS has been featured on Entrepreneur Media and Stage One Startup Podcast.

Jabari Sills and Jerome Meyers - Founders of Youii a mobile ride-sharing app exclusively for college students. Youii has raised over \$15k in pre-seed funding and is gearing up for their beta launch in January of 2018 at Rutgers University.

Becca Lima - Founder of Ment Travel Application, is currently live testing their Beta at JFK airport. We have been partnering with NY/NJ Port Authority on expansion into Laguardia Airport and Newark International Airport. Ment has raised \$100k and is on track to close their entire pre-seed round of \$300k next month. Ment has been featured in HuffPost, Entrepreneur Media, Stage One Startup Podcast, Betalist, and InsideHook.

Brandon Gonzalez - High school student intern for Fownders, successfully launched his Newark-Based T-shirt company is now selling his shirts to the community and building a team of local high-school students.



**Newark Venture Partners Labs**  
1 Washington Park, 7<sup>th</sup> Floor  
Newark, NJ 07102

October 11, 2017

Amazon.com, Inc. Headquarter Search Committee

To Whom It May Concern,

Newark Venture Partners is a place-based venture capital fund in Newark, NJ that combines traditional early stage technology investing with an accelerator program for pre-seed entrepreneurs. In addition to Audible, our anchor Limited Partners include leading New Jersey based companies Prudential Financial, RWJBarnabas Health, Fidelco, Horizon Blue Cross Blue Shield, and Dun & Bradstreet – as well as a number of individual investors. We are distinct from the hundreds of Silicon Valley or New York City venture funds in that we strategically chose to base our operations in Newark, NJ to leverage access to a large network of university students, super high-speed Internet, a number of publicly traded companies and a leading transportation hub in the NY/NJ area.

Since opening the modern, 25K-square-foot ultra-bandwidth (10G) co-working office on the 7<sup>th</sup> floor of the building Audible shares with Rutgers Business School, more than 1,600 companies from all over the world have applied to our first three accelerator classes of 29 companies, and we have invested over \$7 million into early-stage companies in just over a year. We plan to invest the remaining capital in our \$40 million fund over the next 3 years in Accelerator, Seed and Series A stage companies.

In residence are 29 accelerator companies and 8 more developed (seed/Series A) start-ups, ranging from software-based B2B healthcare IT to big data analytics to a fast-growing “pet tech” company. They have come to Newark from the Bay Area, London, Washington, D.C., Raleigh, N.C., Tel Aviv and other places, with more than 80 founders and employees, including entrepreneurs with previous exits and senior roles at cutting-edge companies in the past. One of these young founders was recently tapped as one of the “30 under 30” coolest young entrepreneurs in *Inc.* while another portfolio company was highlighted in *Inc.*’s 2017 ranking of the top 500 fastest growing companies in America.

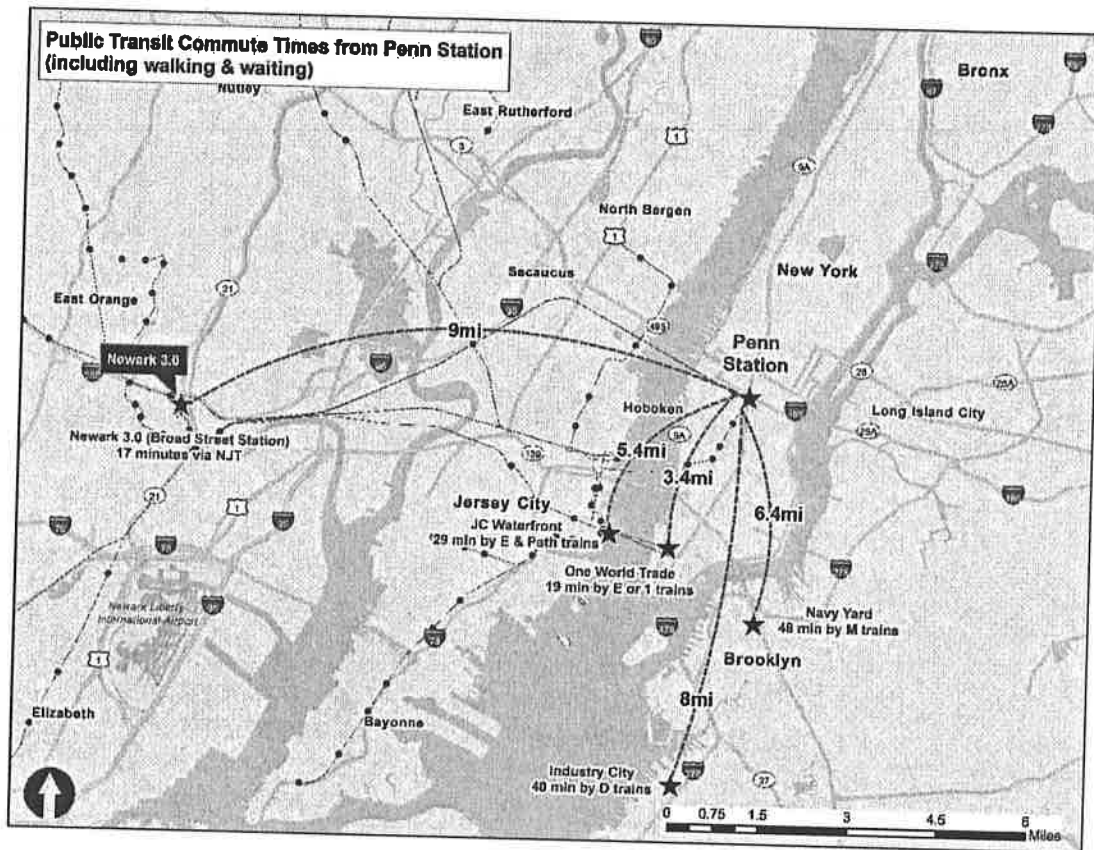
As our co-working space begins to reach capacity, the opportunity for new incubator and co-working spaces to meet the growing demand is obvious.

If there are any questions regarding our support for The City of Newark’s bid, please do not hesitate to contact us.

Sincerely,

Daniel Borok

*Managing Partner, Newark Venture Partners*



Downtown Newark has unmatched transportation access to New York City and the region. Newark developed over the centuries into a hub for business and the transportation network around it was built specifically to get people into the city as efficiently as possible from the surrounding region. Whether it's air, rail, or road, Newark has the assets that would make any other city envious. Travel times from Downtown to New York Penn Station range between 18 and 22 minutes on NJ Transit and we have 24 access to the World Trade Center in 22 minutes via PATH.

## Newark Liberty International

Newark has long been on the forefront of aviation history. Opening in 1928, Newark Liberty International Airport is the nation's oldest airfield and home to the nation's first commercial airline terminal. In fact, in 1935, Amelia Earhart led the dedication of this landmark terminal building. (Only London's Croydon Aerodrome predates the Newark terminal.) Located primarily in Newark and with a portion in Elizabeth, Newark Liberty is located only 14 miles from Manhattan, serving a critical role for the New York-New Jersey metropolitan area. Newark Liberty continues to build on its heritage of innovation with leadership roles in congestion mitigation and the campaign for NextGen technology. This airport is just a few minutes drive from Downtown Newark and within a 15 minute or less drive of all our sites.



Newark Liberty is the overnight small package center for the New York/ New Jersey region, offering a full range of short-, medium- and long-haul services to domestic and international destinations. The airport expanded its cargo capacity in 2004 with the opening of a 142,000 square-foot facility, which combined with existing cargo buildings and increases cargo space to 1.3 million square feet.

Newark Liberty has three major terminals: A, B and C. With 27 gates, Terminal A branches out into three circular satellite buildings, designed as A-1, A-2 and A-3. Terminal B's modernization expanded the two-level facility into three levels. Terminal B has 15 international arrivals gates. Terminal C opened in 1998. Continental Airlines' Global Gateway project in 2001 added 600,000 square feet of space and turned the facility into a three-level terminal with two levels for departures. The C-3 concourse added 19 gates - bringing the terminal's total to 59 - a huge retail and concessions space, and U.S. Customs facilities. The state-of-the-art International Arrivals Facility, also completed by Continental, added another 1,500 passengers-per-hour arrival capacity to Newark Liberty. In 2010, Continental merged with United Airlines. A new Welcome Center opened in the terminal in 2011.



## Extensive Commuter Rail

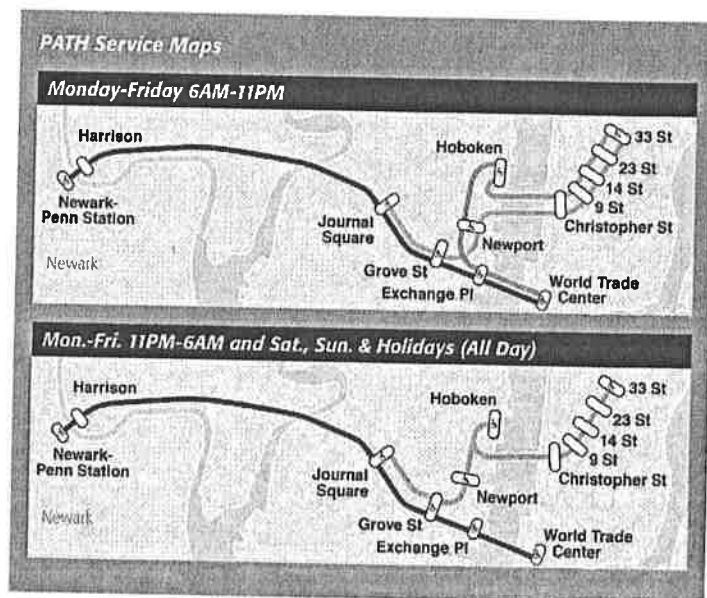
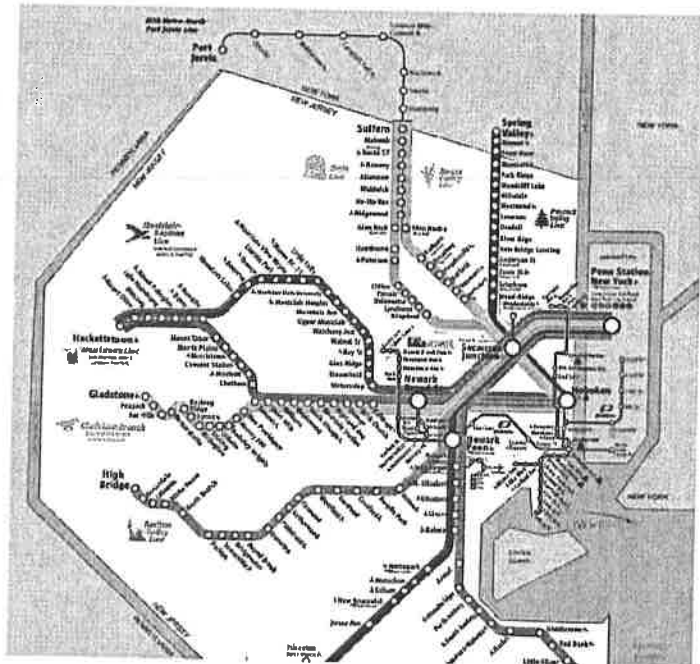
All of the development sites offered are a 15 minute or less walk from Downtown Newark's two major New Jersey Transit commuter rail stations. Broad Street Station is home to three rail lines servicing over 50 stations in communities across North Jersey. From the station, you can reach Midtown in 20 minutes.

Newark Penn Station similarly also serves three rail lines with over 50 stations bringing Downtown Newark's commuter rail reach to over 100 communities in the state. (In addition, another three lines and dozens of stations are accessible by a quick transfer at Secaucus Junction.) Newark Penn Station will get you to New York Penn Station in 18 minutes on commuter rail. You can also take one of 11 Amtrak routes from the station including the Acela Express to Washington DC in 2 and a half hours.

These two stations are connected via a 9 minute light rail ride or 20 minute walk. This connectivity to a downtown, region, and world is a rare commodity and one of Downtown Newark's many treasures.

## 24-Hour Access to New York City

The Port Authority Trans-Hudson Corporation (PATH) was established in 1962 as a subsidiary of The Port Authority of New York and New Jersey. The heavy rail rapid transit system serves as the primary transit link between Manhattan and neighboring New Jersey urban communities like Newark and suburban commuter railroads. PATH presently carries 269,081 passenger trips each weekday. This volume is expected to continue to increase with the anticipated growth in regional



residential, commercial, and business development. The PATH system has 13 stations across Manhattan, Hudson County and Newark and a 14<sup>th</sup> is currently being planned for Newark Liberty Airport.

## Newark Light Rail

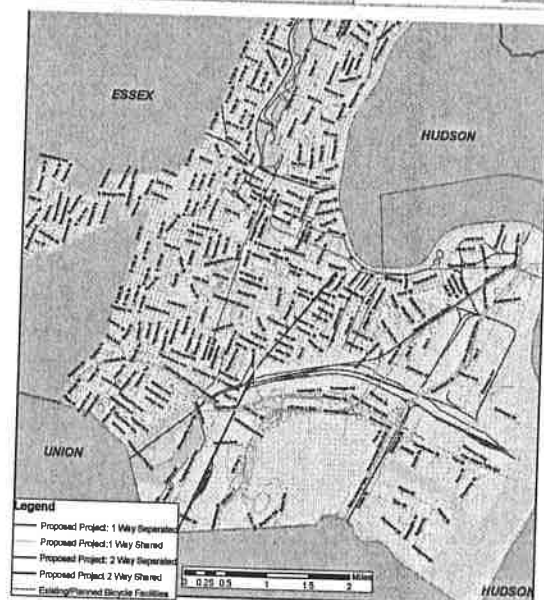
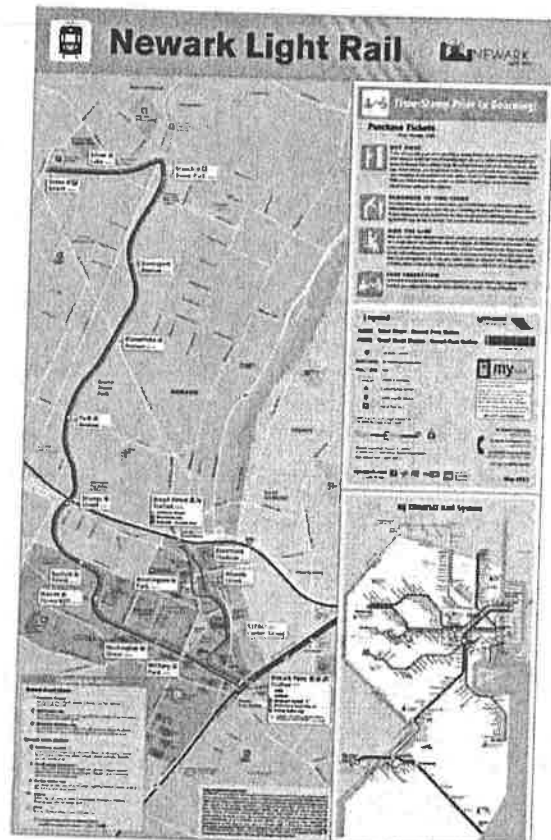
The Newark Light Rail started as the old city subway. It currently has 17 stops including several that are directly adjacent to the development sites. The light rail is cheap, fast and convenient for anyone travelling between Broad Street Station and Newark Penn Station or to other points in the downtown and North Newark.

The system handles about 20,000 riders per weekday and is operating under capacity. Additional demand could easily be met with longer trains and increased service. Additional line extensions into neighboring communities are ideas that have been studied and may end up in future NJ Transit capital plans if demand was sufficient.

## Cycling

The City of Newark has demonstrated its commitment to improving conditions for non-motorized traffic through its Complete Streets policy and several recent and ongoing initiatives, including the Pedestrian and Bicycle Safety Action Plan. Improving conditions for cyclists and spurring higher rates of ridership can have significant benefits for our neighborhoods. Cycling has a demonstrated impact on safety, health, the economy and local businesses, equity, transportation, and other aspects of daily life. These benefits can help further enrich the quality of life in the city for residents, visitors and workers alike.

With over 20 miles of bike lanes, paths and sharrows, the City continues to expand its network and seeks additional improvements to its network.



## Road Network

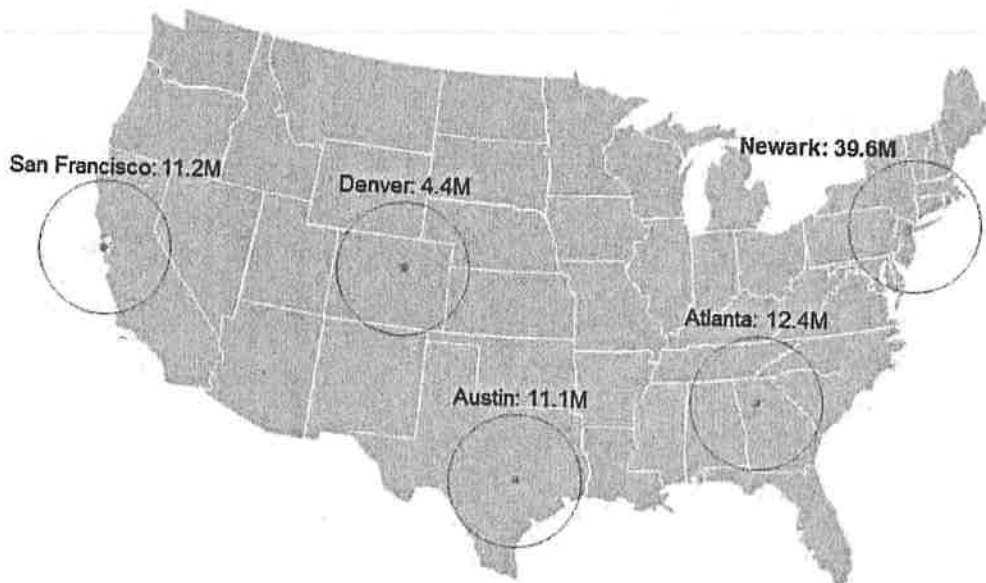
North Jersey is crisscrossed with several highways and many of these lead through Downtown Newark and into Manhattan.

Our sites are within one to two miles of seven major highways. The New Jersey Turnpike travels through Newark and is our part of the I-95 corridor up and down the eastern seaboard. The Garden State Parkway allows for scenic travel from the New York State border all the down to Atlantic City and beyond. Route 280 is the spur connecting Newark to I-80 and the rest of the country. Route 21 travels from the heart of Newark to our neighboring communities in the north. Route 1&9 is a local highway that is heavily traveled in North Jersey and can take you up to Maine or down to Florida. Routes 22 and 78 go west from Newark and connect our downtown to the dozens of suburban communities there.

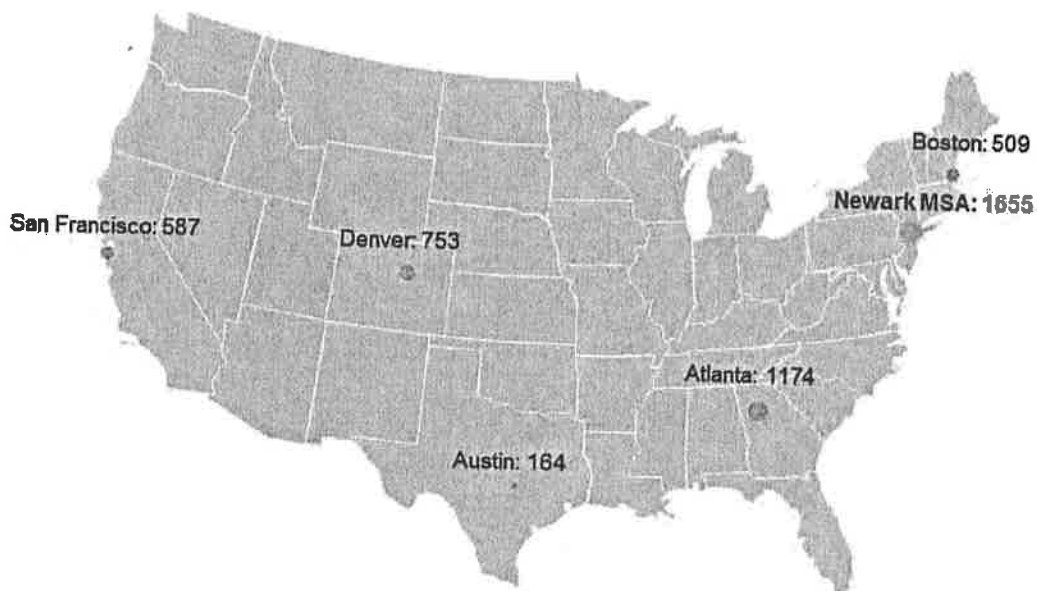
From Downtown Newark, you can reach Amazon fulfillment centers via the NJ Turnpike in Robbinsville (54 minutes), Carteret (24 minutes) and Cranbury (49 minutes). If you need to get anywhere from Downtown Newark, you can do it via highway.



Newark-NY MSA is the most populated in the country

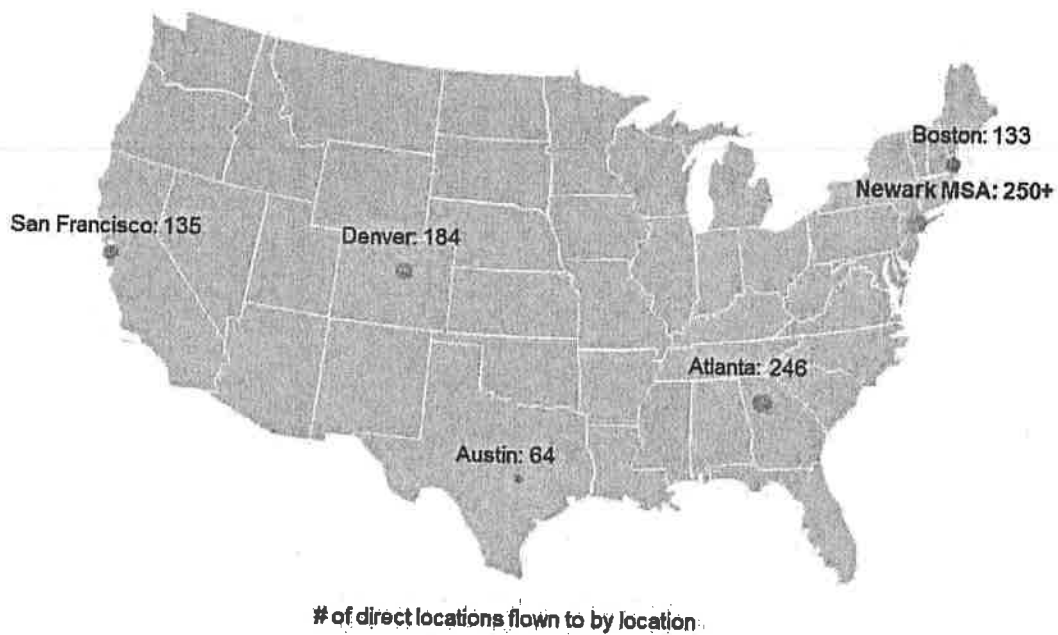


Population by location

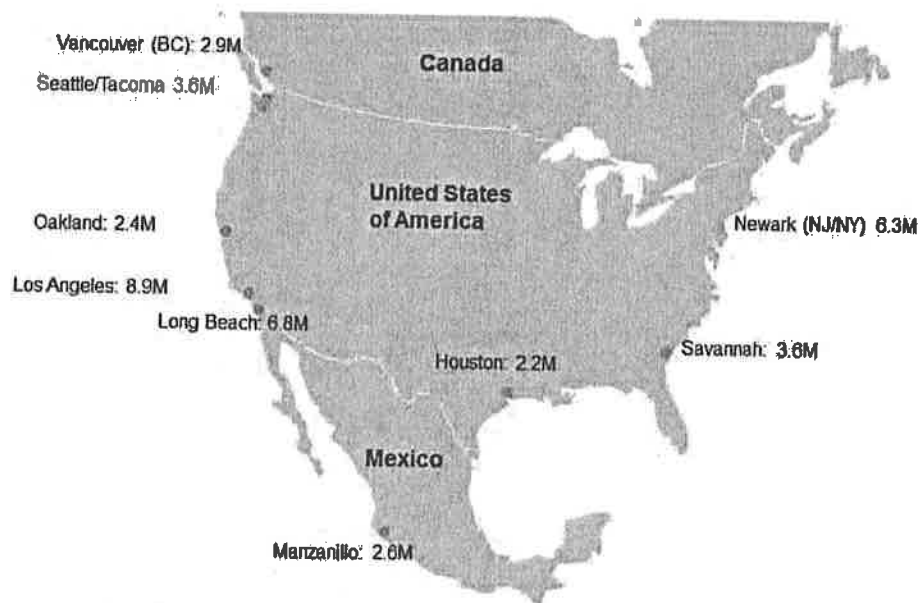


# of direct flights daily by location

## Newark-NY MSA flies direct to more destinations than other cities

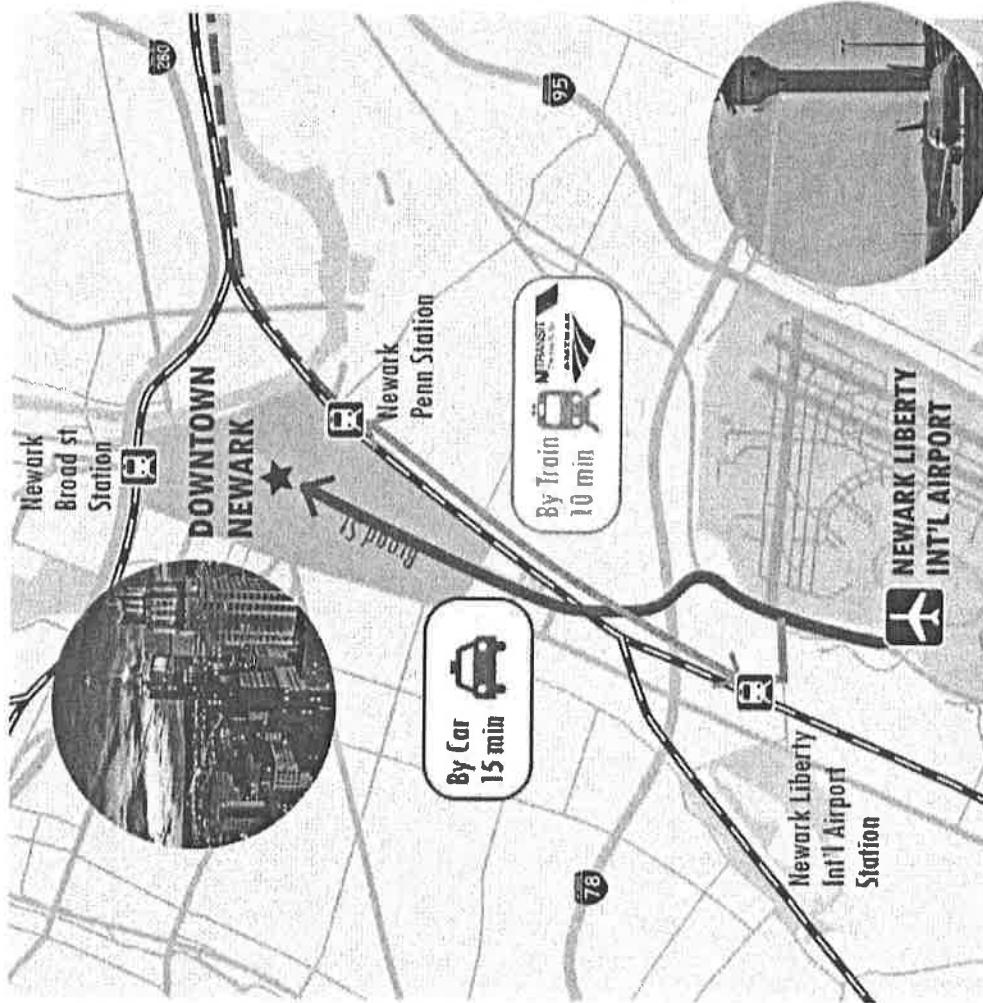


## Newark-NY MSA has busiest port on Eastern Seaboard

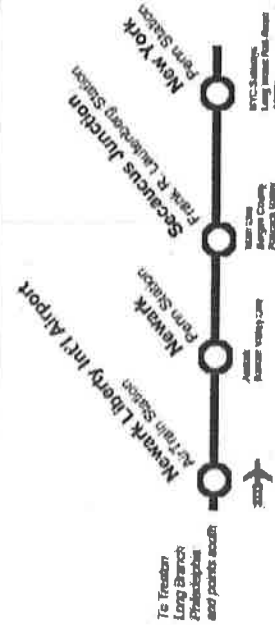
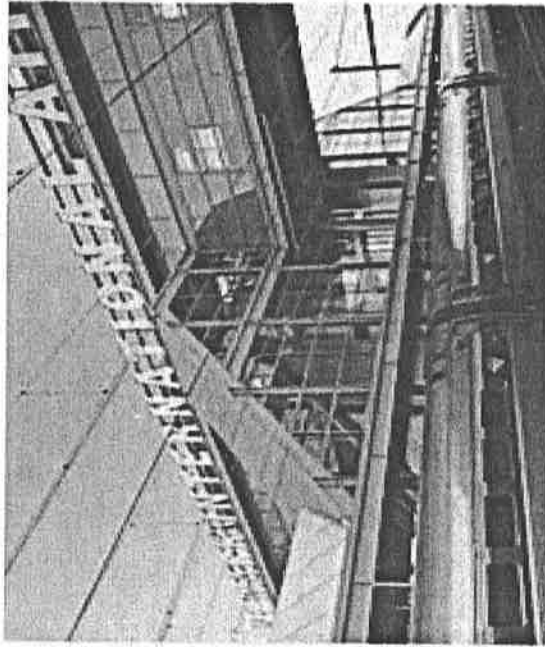


Top North American ports by container volume (twenty-foot equivalent) annually



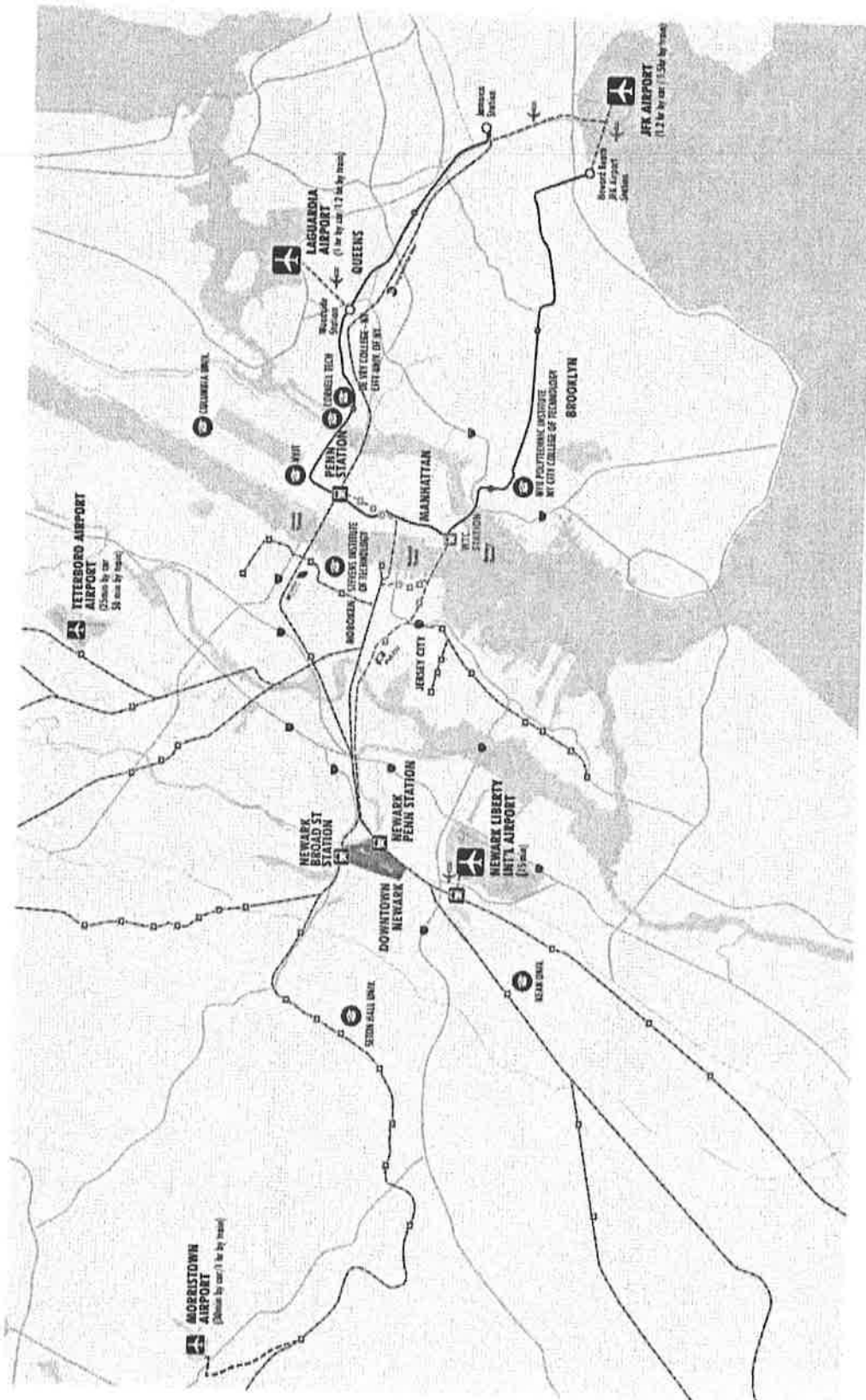


**A Connected Downtown** - Downtown Newark's easy ten minute cab or train ride to Newark International Airport will allow Amazon HQ2 executives to go anywhere in the world, with an ease that no location in the New York metropolitan area can match.



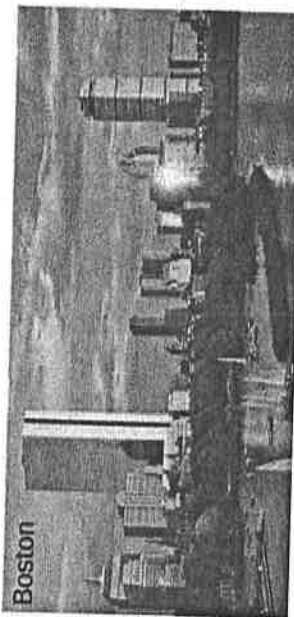
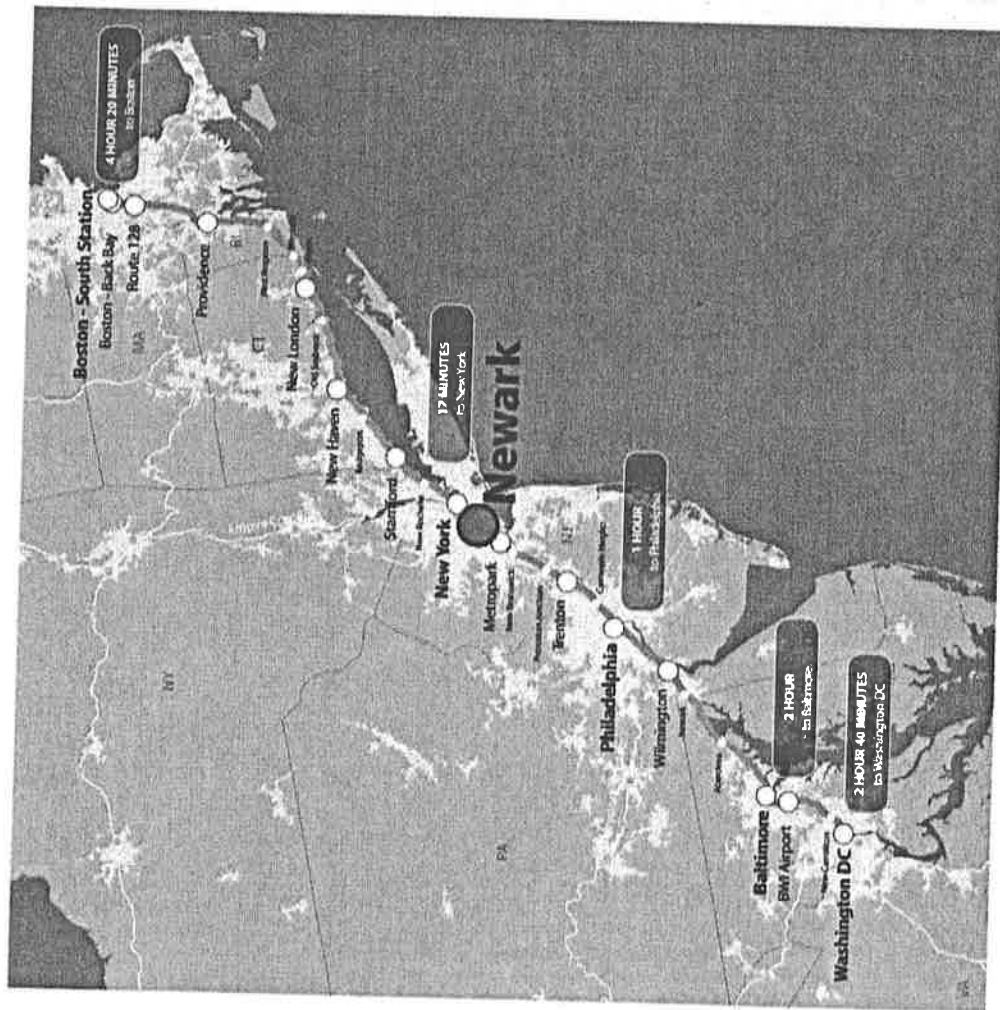
## Connected to Newark Airport

**YES** NEWARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



## New York Metro Area

**YES** NEW YORK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.



Boston



Penn Station Newark



Washington DC

## North East Corridor Connection

**YES** NEW ARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

**YES, LIVABILITY.**

**YES**

**NEW  
ARK.**







Newark's neighborhoods are as varied as those of the entire region. We have over 11,000 units planned and in the pipeline today. When Amazon commits to Newark, the real estate development community is prepared to build thousands of additional units as expressed in their enclosed support letters.

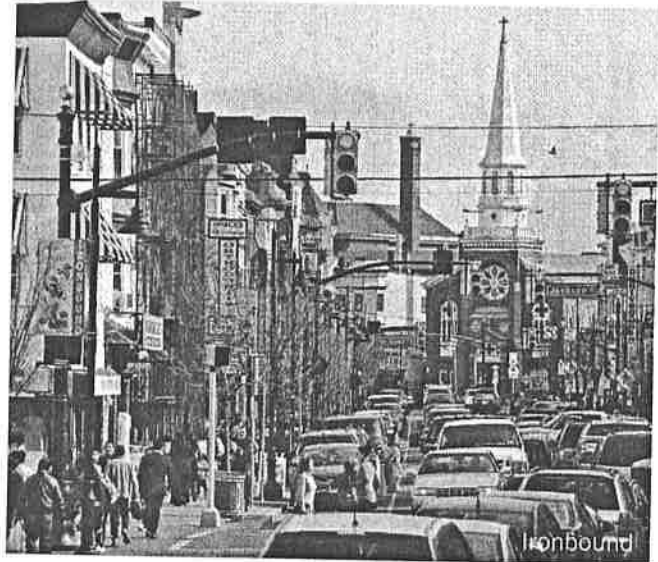
Downtown Newark, like most historic downtowns, was a traditional central business district. Recently, increased development has made it a mixed-use neighborhood with its own residential identity. It is anchored to the North by Broad Street Station and to the East by Newark Penn Station. This neighborhood has seen rapid change with thousands of new residential units from historic rehabilitation to new construction. It is home to three triangular parks that border



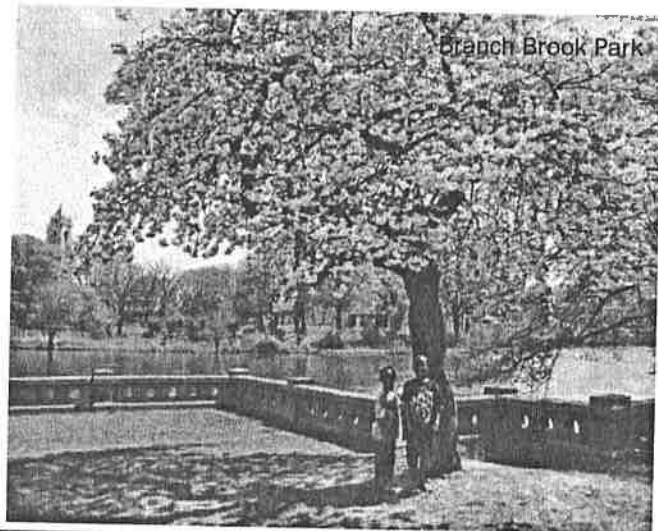
the main commercial strip, Broad Street, as well as new parks starting construction including Mulberry Commons and the Riverfront Park expansion. Military Park recently underwent a major renovation and is now home to a restaurant/bar named Burg, carousel, and heavy programming.

Downtown is where Newark comes to meet itself. It's where residents from every neighborhood, corporate employees, shoppers and visitors mingle. Recent retail additions include Whole Foods, Barnes & Noble, and the Gap. These chains sit alongside longstanding local business including Irish pubs in McGovern's and Kilkenny, Hobby's - a decades old Jewish deli, and TM Ward's Coffee founded in Newark in 1869. Nightlife options continue to grow with Barcade offering beer alongside arcade games and the Ainsworth offering sweeping views of downtown and Manhattan atop the boutique Indigo Hotel.

The Ironbound is known all over New Jersey as being one of the most vibrant immigrant communities in the state. The neighborhood abuts Penn Station and is directly east of Downtown allowing for a quick walking commute or short train to tens of thousands of jobs. Sometimes called Down Neck, the neighborhood is home to many Portuguese, Spanish, Brazilian and Latino immigrants. The dominant housing stock in the neighborhood are detached two- to three-unit buildings, many of them owner-occupied. The neighborhood is known for having 170 restaurants including classics like Iberia Peninsula and Casa Vasca, countless churrasquerias serving Portuguese BBQ and many nightlife spots like Adega, Hell's Kitchen and Bello's Pub.



Forest Hill is where the early 20th Century elite of Newark lived to the North of Downtown. The neighborhood is home to stately mansions and is a recognized historic district with 1,200 homes. The Sydenham House located here is the oldest residence in the city built in 1712. The jewel of the



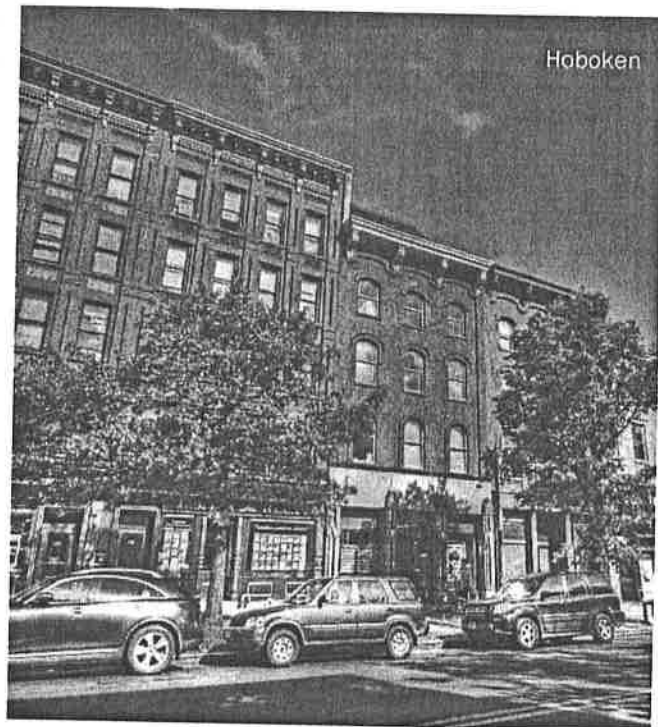
neighborhood is Branch Brook Park. Designed by the Olmsted brothers, the firm that designed Central Park, it's home to more cherry blossom trees than Washington, DC. Bloomfest in April celebrates the explosion of pink blossoms with events and bike tour throughout the park.

Other wealthy early Newarkers lived around Lincoln Park and built townhouses and row-houses to rival Manhattan's Upper East Side including the residence of John Dryden, founder of Prudential. Today, the neighborhood is diverse and host to the Lincoln Park Music Festival attracting 50,000 visitors over 3 days to enjoy Jazz, Gospel, Rap and Hip Hop. The neighborhood is becoming an anchor for an arts corridor down Clinton Avenue dotted with murals, artist housing and galleries.

### North Jersey Cities

North Jersey is full of dense walkable neighborhoods that in many instances are their own cities. In addition to Newark, employees have their choice of urban neighborhoods within a 30-minute door to door commute.

Hoboken is famous for being the home of Frank Sinatra and baseball but also for great access to Manhattan and Newark via the PATH. Most of the housing stock in Hoboken is made up of renovated brownstones and rowhouses with newer apartment buildings rounding out the mile-square city. It also boasts a world class waterfront with sweeping views of Midtown Manhattan.



Jersey City is the state's second largest city with a downtown that has seen tremendous growth in recent years. It has some neighborhoods with similar housing stock to Hoboken but also is home to several residential skyscrapers. It is home to several PATH stations and can reach Newark in less than 15 minutes. Both Hoboken and Jersey City are well known for their night life and proliferation of bars and restaurants frequented by younger residents.

Other cities in the region include Elizabeth, Union City, Weehawken, Bayonne, East Orange, Orange, and more. They offer a range of apartment types and styles at different price points sure to meet the needs of a large workforce.

## New Jersey Suburbs

New Jersey's inner ring suburbs grew around train stations. Most of these suburbs have walkable downtowns made up of two to four-story buildings with detached single-family homes in the rest of the town. These are some of the best places to live in the country with high-performing school districts and easy access to downtown Newark and Manhattan. Towns like Montclair, Westfield, Maplewood and more offer a high quality type of living hard to replicate in other parts of United States.



Development spread out to other areas beyond these inner ring suburbs and offer a bit more sprawl and additional land for those who enjoy more of a buffer from their neighbors. Easily accessible to several highways in North Jersey, a family can live comfortably in towns like Livingston, Roseland, Millburn, Edison or Mendham and reach a major highway in just a few minutes.

Some people even opt to live on the opposite side of our small state to live in semi-rural settings. Small developments adjacent to historic and even working farms in places like Warren and Hunterdon County offer a kind of country living within an hour or ninety minutes' drive of major employment centers.

There are hundreds of thousands of homes within a short drive of downtown Newark. In New Jersey, you can live however you prefer from a penthouse suite with views of the World Trade Center to the suburban home with the white picket fence and even an 18th century farm house surrounded by acres of undeveloped land.

## New York City

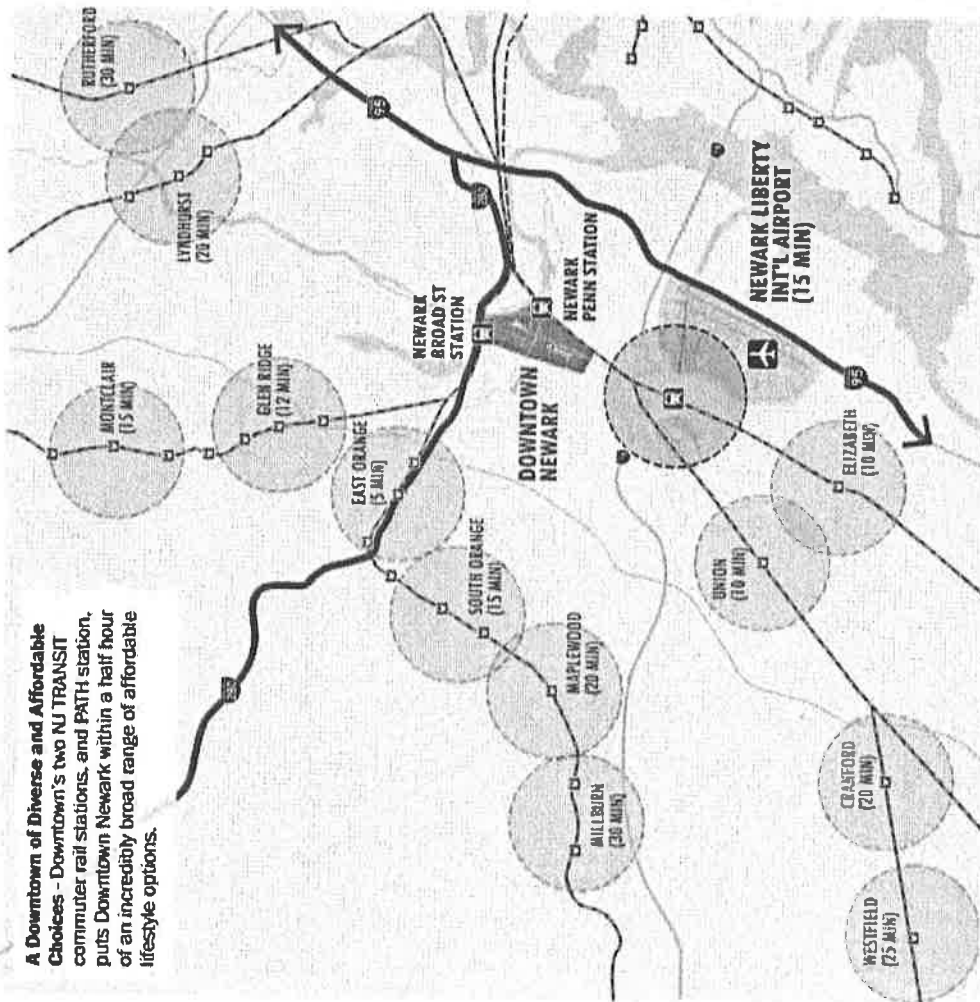
One of Newark and North Jersey's greatest assets is our proximity to New York City and transportation connections to Manhattan in particular. Nearly every rail line in the state was built in order to get people to Midtown. Of the 19 million people that make up the New York Metropolitan Statistical Area, 6 million live in North Jersey.

Reverse commuters who live in Manhattan or Brooklyn but work in Newark and New Jersey are not rare. It's a comfortable commute and offers the same speeds heading to New Jersey as traditional commuters experience heading to Manhattan.

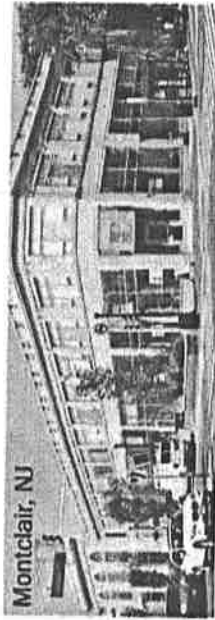
For those employees that want to experience the full hustle and bustle of the city that never sleeps, Manhattan is just a short train ride away from their work in Newark. With countless bars, restaurants, entertainment options, museums, and more, New York is the de facto cultural and financial capital of the United States.



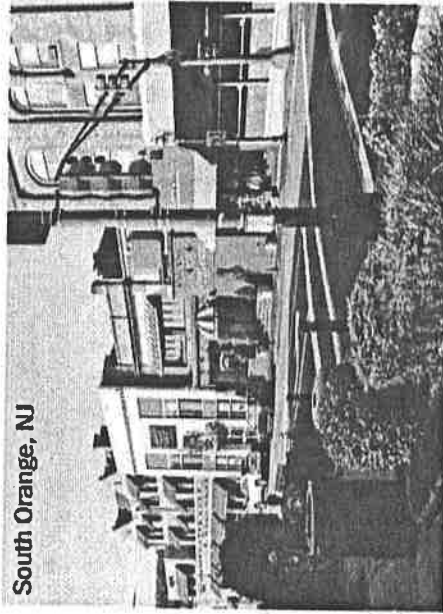




**A Downtown of Diverse and Affordable Choices** - Downtown's two NJ TRANSIT commuter rail stations, and PATH station, puts Downtown Newark within a half hour of an incredibly broad range of affordable lifestyle options.



Montclair, NJ



South Orange, NJ



Westfield, NJ

## Directly Connected to the Suburbs

**YES** NEWARK  
 YES, TECHNOLOGY. YES, TRANSPORTATION. YES, DEVELOPMENT. YES, LOCATION.

For arts and entertainment, no region in the country can beat Newark and the NJ/NY Metro area.

**Music/Plays:** Newark and its surrounding areas host premier live entertainment venues. In Newark alone, you have access to the renowned New Jersey Performing Arts Center (NJPAC), a world-class and community-based cultural venue home to the New Jersey Symphony Orchestra and host to hundreds of concerts, shows, and performances all year. Just down the street is the Prudential Center which is home to the New Jersey Devils and hosts major concerts and performances in its 18,000 seat arena. Nearby in New Jersey, dozens of other local venues in neighboring communities such as the Papermill Playhouse (2016 Tony Award winner for Regional Theater), Welmont Theater, State Theatre, Count Basie Theater, PNC Bank Arts Center (one of the top 5 amphitheaters in the US) and more. Newark's proximity to Manhattan gives it easy access to New York's globally renowned Broadway and off-Broadway shows. Madison Square Garden, Barclay's Center, and Prudential Center are three of the four most visited arenas in the country.

**Sports:** Newark is a prime hub for sports fans. For hockey fans, Newark is home to the New Jersey Devils (2x Stanley Cup winner) and within short commute to the New York Rangers and New York Islanders. Baseball aficionados are within close proximity to the historic New York Yankees and New York Mets. Basketball fans can enjoy a college game right in Newark watching the Seton Hall Pirates or can venture into New York to watch the NBA's NY Knicks or Brooklyn Nets. Soccer fans can take a front seat for MLS's Red Bulls, a mere 10 minute drive from Newark or even walk to the stadium from the Ironbound as thousands of fans do on game day. Or you can venture to Yankee Stadium to see New York FC play. Football fans are a short 20-minute drive to MetLife stadium in East Rutherford, NJ, home to the NY Giants and NY Jets. Lastly, fans can enjoy some tennis live at the US Open in New York or watch the PGA tour roll through the suburban golf courses of NJ like Baltusrol which hosted the 2016 PGA championship. There are 40 golf courses within 20 miles of Downtown Newark in New Jersey alone according to the NJ State Golf Association.

**Museums:** Newark is home to the Newark Museum, NJ's largest museum and home to the 12th largest collection in North America. It houses major collections of American art, decorative arts, contemporary art, and arts from Asia, Africa, the Americas, and the ancient world. New York's premiere museums including the Metropolitan Museum of Art, Guggenheim, and American Museum of Natural History and the Whitney are only a short commute away.

**Amusement parks:** Newark is 60 miles or less from multiple theme parks and water parks including Six Flags Great Adventure, Sesame Place, and Mountain Creek.

**Nature/activities:** Newark's moderate climate and unique central location allows nature go'ers to maximize the 4 seasons. In the summer, you can head down to the 141-mile long Jersey shore for some rest and relaxation on the beach (~60 miles). In the winter, you can head to Pennsylvania (~75 miles) to enjoy some skiing or snow activities in the Poconos Mountains. In the spring, head to the Palisades, New York (~25 miles) for an awe-inspiring hike, to Ringwood NJ (~35 miles) to enjoy 100 acres of botanical gardens, or to the Delaware Water Gap (~60 miles) for outdoor recreational activities like whitewater rafting. You can even take a short 20 minute drive to nearby South Mountain Reservation – a 2,100 acre nature preserve. In the fall, enjoy pumpkin or apple picking from NJ and NY's many orchards and farms. To enjoy a trip to the zoo year round, venture to Essex County's own Turtle Back Zoo and Aquarium or head to New York and enjoy venues like The Bronx Zoo, New York Aquarium, and Central Park Wildlife Center & Tisch Children's Zoo.

**Art:** Newark is home to over a dozen art galleries and premier art events. Gallery Aferro, Aljira, Project for Empty Space, City Without Walls, SEED, Index Art Center are just some of the arts spaces where local artists host exhibitions and show off their work. Open Doors is a major four-day festival in October where all the galleries participate in showing off their space and highlight the abundance of local talent here. In addition, Newark is home to the Dodge Poetry Festival, the largest poetry festival in North America which attracts upwards of 17,000 people.

**Dining:** For dining, Newark offers hundreds of options. The Ironbound neighborhood adjacent to Downtown offers more than 170 restaurants. Visitors can explore cuisines from Portugal, Spain, Brazil and more. Rodizio – endless Brazilian BBQ – is a specialty and it's easy to find a good sangria. Other restaurants to note in town are the soon to be open Marcus B&P by celebrity chef Marcus Samuelson, The Ainsworth on the rooftop of Hotel Indigo offering views of Lower Manhattan, Hobby's Delicatessen offering kosher deli fare since the 1960s and Krug's Tavern – home to the best burger in New Jersey. Beyond Newark, NJ and NY sport world-class restaurants for all tastes and budgets.

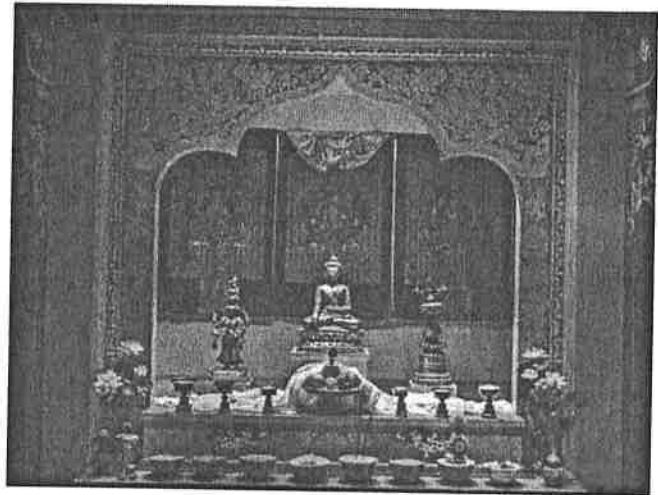
**Other notable sites:**

Newark is close to the unique Liberty Science Center, a 300,000-square-foot learning center located in Jersey City which is dedicated to sharing the “power, promise, and pure fun of science and technology”. The Liberty Science Center houses 12 museum exhibition halls, a live animal collection with 110 species, giant aquariums, a 3D theater, live simulcast surgeries, hurricane- and tornado-force wind simulators, K-12 classrooms and labs, and teacher-development programs.

The Cathedral Basilica of the Sacred Heart is the fifth largest cathedral in North America and seat of the Roman Catholic Archdiocese of Newark. It is an active church and a tourist attraction in its own right.



The Newark Museum is one of the most influential museums in the U.S. and its collections, which rank 12<sup>th</sup> in size in North America and reflect world cultures, are nationally and internationally renowned. Since its founding, the Newark Museum has used its diverse collections to create exemplary exhibitions and an innovative model for museum-centered programs for school, youth, family and adult visitors. Each year, the Museum serves more than 300,000 visitors and continually develops programming to meet the changing needs and interests of its constituency. Evening and weekend programs such as Late Thursday and Second Sunday further connect with the community. The Museum also has a historic track record of success in implementing significant programmatic campaigns to move the work of the institution forward, such as the reinstallation of the American art galleries, the creation of a new wing for science, and the upcoming relocation and reinstallation of the permanent galleries of African art.



In 2015 the Museum launched a plan to reopen the main entrance—to be dedicated to Louis Bamberger—in order to leverage its location on Washington Park and to reconnect with sidewalk life that has expanded greatly in recent years.

Most recently, the opening of the new Prudential tower two blocks from the museum, the restoration of Hahne and Company and the subsequent arrival of anchor retail and new residential, the current expansion of Audible on the corner of James and Washington, the renovation of 15 Washington as a Rutgers residence hall, the purchase of the townhouse on the corner of Central and Washington (across from Horizon Plaza) by Rutgers as an Alumni Center, the announcement of the residential project in the Verizon building, the pending development at the former Bears Stadium site, and the promise of additional development at Broad Street Station all align to heighten the importance of the proposed Museum project.

The neighborhood is changing quickly to accommodate its renewed growth and adaptive reuse and the Museum reaffirms its role as a cultural and business anchor. The benefits of reopening the Museum's main entrance are multiple. On the outside, the project will result in increased public engagement. With the doors open, the Museum will once again project neighborhood stability and security. In addition, the external plaza concept will connect the Museum to Washington Park and serve as a new public destination, attracting more visitors to the neighborhood with increased outdoor Museum programming.

new jersey  
performing  
arts center

# njpac

The New Jersey Performing Arts Center has an annual audience of over 500,000 people, making it one of the busiest performing arts centers in the country. Last year, NJPAC hosted 549 events and performances, including 121 free community events.



NJPAC's programming is the most diverse in the nation, with performances targeting almost every culture of significance in the state and a wide age range. NJPAC is the leader in the State for programming targeted to African American, South Asian, Korean, Latino and Portuguese audiences. It has the most significant classical, jazz and dance programs in the State. It was the first arts center in the country to recognize Hip Hop as a significant American artform. It draws audience from every county in the state and a significant audience from New York City and beyond (more than 30% of its audience is from out-of-state). It is particularly important to NJPAC that the local Newark audience is served, and the City is the largest source of both ticket buyers and attendees at community events. NJPAC offers an active civic engagement program with community discussions on issues of significance, and in that light it is one of the host venues for the NJ gubernatorial debates this fall.

NJPAC is not only a presenter of touring artists, but is a producer of original work including the critically acclaimed "Hip Hop Nutcracker," now on its fourth national tour. One of its original works, "Jazz in the Key of Ellison," was created in collaboration with Audible.com.

In addition, NJPAC operates a comprehensive arts education program for 77,000 children and families, including programs spanning from exposure, through skill building, through creating. Its "maker-movement" inspired arts curriculum is organized into seven disciplines that are well suited to student generated creation, emphasizing the development of students' authentic voice and 21st century workforce skills. NJPAC offers programs at the arts center, in school classrooms and in partnership with community partners at their locations.

NJPAC controls over 8 acres of real estate that is slated for commercial development surrounding its downtown location. Its first project, One Theater Square, is a 22-story luxury residential building that is under construction. In the next phase of development, an upscale hotel and conference center will be built integrated into the arts center, along with additional residential and entertainment oriented retail. The master plan for NJPAC's development sites takes smart urban design principles and will be a catalyst in the continued growth of the downtown as a vibrant live/work/play destination.



# Newark Public Library

## MESSAGE FROM THE DIRECTOR

**F**or almost 130 years, the Newark Public Library has served as a center of possibilities, connecting Newarkers to each other and to a changing world, and enabling them to make the most of their opportunities and dreams. The Main Library along with its seven community branches are often revered as a “home away from home” by residents seeking refuge from the noisy, bustling city and entry into a realm of endless potential, infinite knowledge, and exotic tales that co-exist within our walls.

Our seven branch libraries provide the Newark Public Library with the unique and powerful capacity to impact residents within their own neighborhoods. Through our exceptional reach, we are able to strengthen communities, foster understanding and provide residents with the tools, knowledge and assistance needed to help them achieve success. The critical role that the Newark Public Library plays in transforming hearts, minds and lives in Newark should not be underestimated. Our contributions are essential to ensuring our communities continue to thrive and advance.

Our library, like our city, is transforming itself. In an era marked by instability, our libraries anchor our residents to each other

and to our community. We do not work in isolation. We are a hub, working with and connecting many other agencies across the city. Even while we continue to transform ourselves we remain true to our core: discovery, dissemination, and preservation of knowledge.

In an era of digital and economic divides, the Newark Public Library draws no distinction by politics, race, wealth, or education. We serve everybody—for free. We help patrons access social services, search for jobs, find information, create knowledge, and participate fully in our economy and society.

To serve our community better, the Newark Public Library is re-envisioning the optimal use of our critical asset—our space. By bringing the Main Library up to 21st Century standards and creating flexible, multi-purpose spaces, we will be better positioned to engage our community around the three key themes:

- Incubator of Ideas & Learning
- Creator of Community
- Trendsetter in Library Technology and Innovation

Anchor Institution and dynamic hub. Building a fair, just, engaged and vibrant Newark.

Jeffrey Trzeciak  
*Director, Newark Public Library*



# Incubator of Ideas and Learning

We will inspire life-long-learning in Newark's next generation by expanding the Children's Room in the Main Library and placing children's librarians in each of the branches.

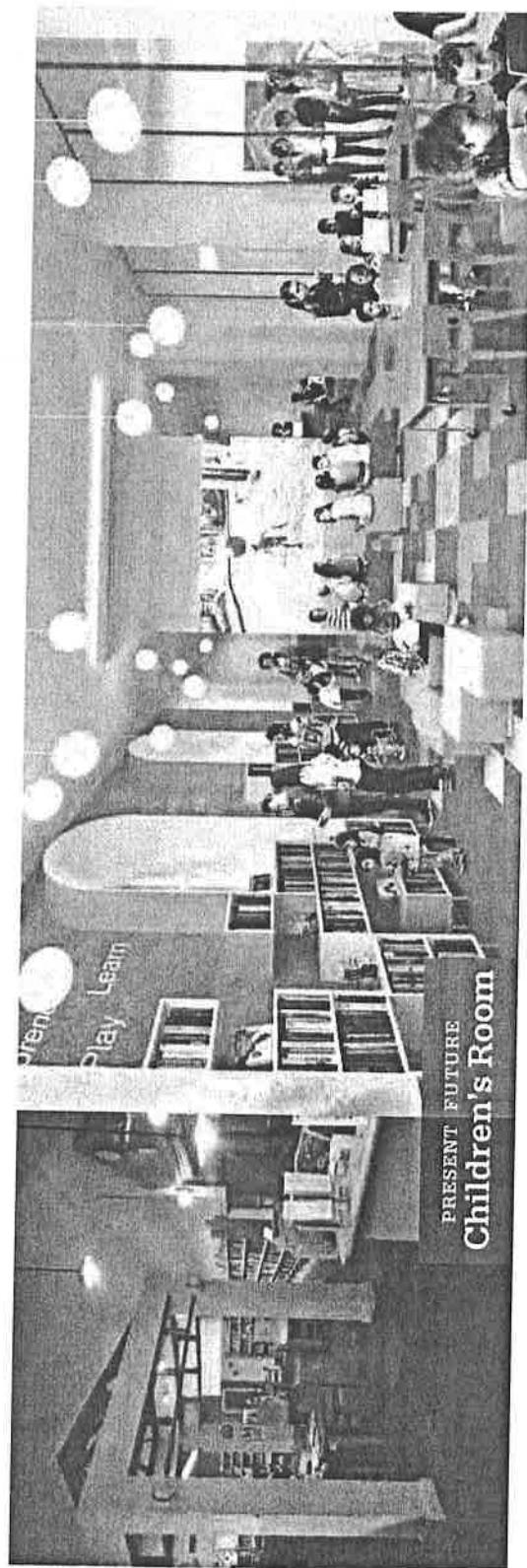
We will create a dedicated space for teenagers to spend time after school and during the evenings and weekends. By working with children and teenagers on a sustained basis, we will nurture and generate 21st century leaders.

We will enhance literacy services by providing flexible spaces for classes and one-on-one tutorials.

We will expand our adult education offerings to include more life-long learning classes and activities. Through collaborations with partners, we will provide robust family literacy, computer literacy, financial literacy, and health literacy programs.

We will collaborate with community groups to provide English language instruction for adult immigrants and engage patrons in Spanish, American Sign Language and Portuguese.

We will encourage and inspire the craft of writing by hosting seminars and programs in the Philip Roth Personal Library.



# Trendsetter in Library Technology and Innovation

By renovating and transforming our beautiful and historic building, we will improve technology and digital resources, and capture energy savings with building management systems, allowing us to offer enhanced services and programs.

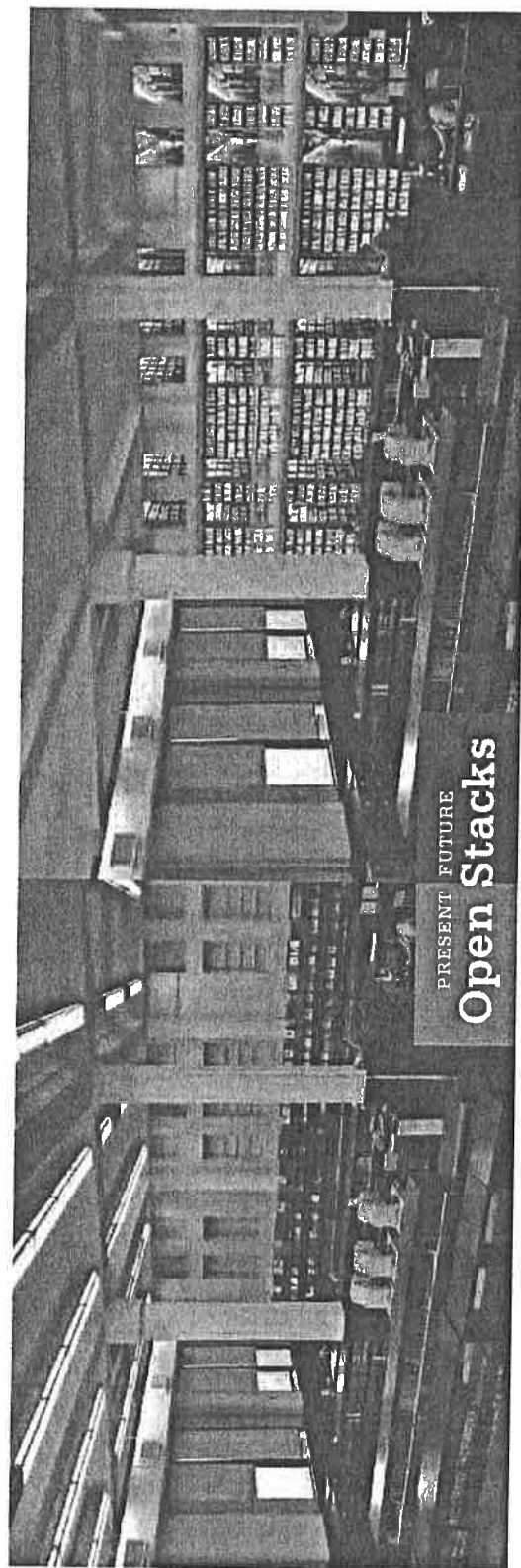
By upgrading our technological infrastructure, we will increase the number of job readiness classes and self-paced tutorials offered to patrons needing assistance with typing and computer skills.

We will provide access to technology for all, with attention to the needs of the 1 in 5 Newark households who do not have computers and cannot complete on-line forms for jobs and social services at home.

We will provide co-working spaces for new and upcoming small local businesses that need work cubicles, meeting rooms, connection to high speed internet and access to printers, computers, and scanners.

We will increase digitization of our unique collections to facilitate and encourage research by students, residents and scholars.

By installing climate control systems and conservation protocols, we will enable community members to access our vast holdings of historic but fragile photographs, local history materials, and works of art on paper.



PRESENT FUTURE  
**Open Stacks**

### **Newark is actively pursuing green initiatives**

The Newark Department of Engineering is currently working on a project to develop and implement a comprehensive Energy Savings Plan to reduce energy usage of city buildings. This comprehensive effort will embed energy conservation measures by upgrading lighting, electrical, mechanical, and building management systems, replacing skylights and roof portions, and improving building envelopes. Through thoughtful negotiations, the project will also create energy efficiency and retrofit job opportunities for Newark residents. Once implemented, the improvements will reduce the city's municipal energy consumption by 20 percent over the next five years.

The City of Newark has worked closely with the U.S. Department of Energy (DOE) since 2009 to implement comprehensive efficient and renewable energy programs and policies. Until recently, these efforts have focused primarily on improvements to city owned or managed assets. Through this special partnership opportunity, the city has benefitted from targeted technical support, as part of a small cohort of cities focused on expanding energy efficiency programs for low-to-moderate income households. The Accelerator seeks to demonstrate a wide range of promising models for delivering integrated energy efficiency and renewable energy programs to lighten the energy burden on families with limited means.

Newark is also seeking a SolSmart designation in partnership with the Solar Foundation to accelerate and encourage renewable energy development in the city. Officials from the Department of Engineering, Department of Economic & Housing Development and the Office of Sustainability are working with the Solar Foundation and their technical advisors to advance the use of solar energy and solar compatible-technologies. The SolSmart program is a national program, funded by the U.S. Department of Energy Solar Powering America by Recognizing Communities (SPARC) initiative which helps local officials remove obstacles and barriers to solar energy development.

"Green infrastructure" approaches are helping Newark to improve water quality, support neighborhood beautification, and accelerate economic development. The City of Newark is implementing a variety of alternative stormwater management approaches to absorb and retain street runoff using green, nature-based best practices. As one of the oldest cities in the Eastern seaboard, the City of Newark has a lengthy history of development and urbanization which has resulted in a limited number of green, naturally permeable areas. The green infrastructure approaches are helping local officials study the most efficient and effective ways to remove or replace impervious surfaces to reduce incidences of localized flooding while also achieving multiple co-benefits such as improved water quality and groundwater recharge and decreased urban heat islands. Over the last several years, numerous green infrastructure projects have been installed on public and private properties including rain barrels and cisterns to harvest rainwater, rain gardens, and tree plantings. Over the next year, the City will be increasing the complexity of these green infrastructure pilot projects with the installation of a green traffic triangle, stormwater planters, porous pavement, bioswales, and subsurface catchment areas, as well as other rain water capture, retention and absorption best practices along public right of ways.

In 2016, crime in Newark fell to the lowest rate since 1967. The City of Newark takes public safety very seriously. Violent crime gets all the attention but is concentrated in two pockets in the city far from the downtown core. Around 80% of violent crimes occur on only 20% of the city's street segments. But any violent crime anywhere in our city must be fought. Mayor Ras J. Baraka and Public Safety Director Anthony Ambrose have instituted several new programs and reforms to improve policing efficiency and to get the community more involved. Below is a sample.

**Strengthen and expand the major crimes unit.**

- Increased the number of detectives from eight to 24.
- Increased arrests and improved clearance rates, reducing retaliatory shootings and getting shooters off the street so they won't become victims.

**Target high crime areas for coordinated response by public safety, health, sanitation, code enforcement and other agencies.**

- Closed problematic stores in targeted areas to eliminate negative impact on Quality of Life.

**Reorganize internal affairs unit to ensure that misconduct is addressed.**

- Internal Affairs is being relocated to a building not owned by the city – less intimidating to residents.
- We hired an attorney to oversee the trial board and internal affairs.

**Hold community COMSTAT meeting to better inform citizens about reducing crime and violence in their neighborhoods.**

- Held the first community with more than 100 residents with overall positive feedback.

**Conduct citizen surveys on police performance to improve effectiveness.**

- Randomly selected approximately 5% of reports slightly more than 1500 Surveys being analyzed by members of the Rutgers Police Institute.
- Results were largely positive; some areas of improvement were identified.
- Ongoing surveys will be held.
- Started a nine-week training. Provided overview of the Department of Public Safety, Police, Fire, and OEM. Included demonstrations, instructions, practical exercises and tours.





**INCENTIVES.**

**YES**

**NEW  
ARK.**



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YES, TECHNOLOGY, YES, TRANSPORTATION, YES, DEVELOPMENT, YES, LOCATION.



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**SUPPORT.**

**YES**

**NEW  
ARK.**





**RAS J. BARAKA**  
MAYOR  
NEWARK, NEW JERSEY

October 17, 2017

Mr. Jeffrey Bezos  
Chief Executive Officer  
Amazon  
2121 7th Avenue  
Seattle, Washington 98121

Dear Mr. Bezos:

On behalf of the diverse community of Newark, I wish to thank Amazon for giving us the opportunity to demonstrate why our city is the perfect location for your second headquarters. From our data infrastructure, which offers cutting-edge bandwidth and the fastest internet speeds to our unmatched transportation network with trains, roads, rails, airports, and seaport – we can help you move your people and products like no other city can.

Newark has all that you seek including something that is not listed on the RFP, but which is at the core of the social responsibility that Amazon is known for: the opportunity to accelerate the transformation of a great American City that is already experiencing enormous progress. My administration is prepared to take the steps necessary to show you that we are ready to meet the needs and answer the challenges that are certain to come with HQ2.

Newark is in the midst of a development boom with new offices and housing. We have proven that we can match our rapid growth with the smart planning and sustainable infrastructure needed to support it. We are prepared to rapidly build whatever is needed for HQ2 including road and streetscape improvements, more and better bike lanes, improved traffic flow, waterfront green space, environmentally sound parking and much more.

We will accelerate the approval process for housing and commercial construction to ensure that the more than 10,000 residential units already planned in Newark will open in time for new employees to move in and to ensure that the additional development stimulated by HQ2 proceeds without delay.

To help Amazon employees who want to live in Newark, we will expand our Live Newark homebuyer program to additional neighborhoods. We will provide loans of up to \$25,000 to be used for down payments or closing costs. These loans will be forgiven at a rate of \$5,000 per year up to five years as long as recipients remain in their new homes.

*Amazon RFP Letter*

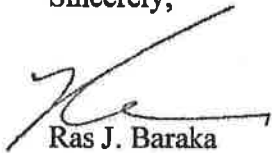
*October 17, 2017*

*Page 2*

The City of Newark already has strong partnerships with our schools, research institutions, and universities to prepare our children for the high-tech jobs of the future. I would welcome Amazon as a partner in the corporate giving campaign that I am developing to match city and private dollars for coding classes, computer literacy and technology education for our youth.

This only begins to scratch the surface of what Newark will do to make Amazon at home in our city. We will collaborate with you to help provide all that you need to locate here. We will work with you to make it happen.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ras J. Baraka', with a long horizontal stroke extending to the right.

Ras J. Baraka  
Mayor



## OFFICE OF THE COUNTY EXECUTIVE

Hall of Records, Room 405, Newark, New Jersey 07102

973.621.4400 --- 973.621.6343 (Fax)

[www.essexcountynj.org](http://www.essexcountynj.org)

**Joseph N. DiVincenzo, Jr.**  
Essex County Executive

October 13, 2017

Dear Amazon Executives:

As the Essex County Executive, I can think of no better location for a new Amazon headquarters than the City of Newark. The City is one of 22 municipalities that make up Essex County, which is an ideal area that is ideal to live, work and play.

Newark is a dynamic city with great potential for even more. Major corporations such as Prudential, Audible and Panasonic make their home here. Educational institutions such as Rutgers, Seton Hall, NJIT and others are molding the minds for our next generation of leaders. Cultural institutions such as the NJ Performing Arts Center and Newark Museum challenge our minds and offer inspiration. The Prudential Arena welcomes professional sports and major entertainers. And a variety of restaurants, hotels and businesses are positioning themselves in Newark's Downtown to take advantage of the tens of thousands who work, attend school and, now more than ever, reside here.

The natural jewels of the City are its open spaces, many of which are under the auspices of the Essex County Parks System, the first county parks system created in the United States. Parks are like the lungs of our neighborhoods, providing residents with opportunities where they can exercise, play and unwind. Fortunately, our forefathers understood the importance of open space when they created Branch Brook Park, the first county park, in Newark in 1895. We have continued this legacy by making sure our parks continue to meet the needs of our communities by modernizing athletic fields and playgrounds, restoring historical features and enhancing the natural landscaping. One of my goals has been to create opportunities for people to enjoy their leisure time without leaving Essex County. Of course our parks play a major role in this initiative.

And although we are in a heavily developed urban atmosphere, we are committed to preserving open space. In fact, since taking office 15 years ago, we have created six new parks, including two in Newark. These featured a parking garage being transformed into a passive park and a storage field for shipping containers being developed into an athletic complex. Our Parks System now has 23 parks, five reservations and numerous recreation facilities. There is more to come as we are collaborating with the City of Newark to expand the development of Riverfront Park along Newark's waterfront area in the Downtown District.

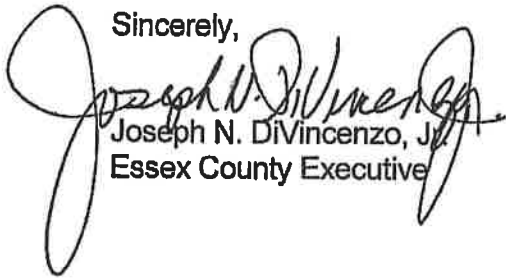
*Putting Essex County First*

ESSEX COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER

Our parks also serve as an economic engine by enhancing property values, stabilizing neighborhoods and attracting visitors. Probably one of the largest events in the City occurs every spring when the cherry blossom trees bloom in Essex County Branch Brook Park. Our collection currently consists of over 5,000 trees, which is more than the national display in Washington, DC, and features the greatest variety of cherry blossoms in the world. Tens of thousands of people visit the park to witness the pink and white petals juxtaposed against the canvas of the park. The pilgrimage has become a tradition and the accompanying festivals and events celebrate the diversity of our community.

Our slogan is "Putting Essex County First," which is something you can be assured we and the City of Newark will do if you choose Newark for your new headquarters. We look forward to welcoming you to our County. Please do not hesitate to contact me if we can be of further assistance. Together we will continue *Putting Essex County First*.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph N. DiVincenzo, Jr.", written over the typed name and title.

Joseph N. DiVincenzo, Jr.  
Essex County Executive

*Putting Essex County First*

ESSEX COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER



NEW JERSEY SENATE

**M. TERESA RUIZ**  
SENATOR, 29<sup>TH</sup> DISTRICT  
166 BLOOMFIELD AVENUE  
NEWARK, NJ 07104  
TEL. 973-484-1000  
FAX. 973-484-1008  
senruiz@njleg.org

ASSISTANT MAJORITY LEADER  
EDUCATION, CHAIR  
BUDGET AND APPROPRIATIONS

October 13, 2017

Jeffrey P. Bezos  
Founder and Chief Executive Officer  
Amazon.com, Inc.  
410 Terry Avenue North  
Seattle, Washington 98109-5210

Dear Mr. Bezos:

I write in support of the great City of Newark's proposal to serve as the destination for Amazon's second headquarters in North America. Newark, New Jersey is a premier city with all of the exciting elements that will best meet the needs of Amazon as it grows its operations.

Newark is located in the New York Metropolitan Area with a population of 20 million people and access to the top professional talent in the world. We have a robust transportation network that supports a train or bus ride to New York City in minutes or a flight to London or another global city from the Newark Liberty International Airport.

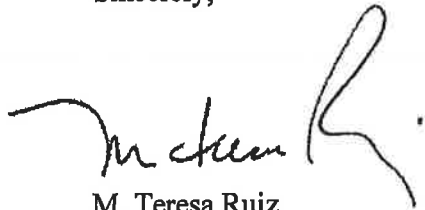
We boast a unique tech hub and major corporate partners such as Prudential, Panasonic, PSEG and Audible that are thriving in our city. We have an array of top-tier universities, including Rutgers University-Newark and New Jersey Institute of Technology. Our city also has the fastest Internet in the country – another important distinction that sets us apart from other cities. We are the Arts mecca of the state, hosting the New Jersey Performing Arts Center, the Newark Museum, Newark Symphony Hall and other first-class entertainment venues.

Our city is at a turning point and is experiencing a residential and commercial development boom, and we are poised to embrace the next venture that will elevate our city even further. We are the most natural fit to be Seattle's counterpart as the city to host Amazon HQ2 – the next Amazon headquarters – and we have elected officials at all levels who are committed to its success in the great city of Newark, New Jersey.



I proudly endorse the proposal submitted by Newark, New Jersey and look forward to working with you to make our city the home of Amazon HQ2.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Teresa Ruiz". The signature is fluid and cursive, with a large, stylized "R" at the end.

M. Teresa Ruiz  
New Jersey Senator  
Assistant Majority Leader  
29<sup>th</sup> Legislative District



**MILDRED C. CRUMP**  
**PRESIDENT - MUNICIPAL COUNCIL**  
**NEWARK, NEW JERSEY 07102**

**CITY HALL ROOM 304**  
**920 BROAD STREET**  
**NEWARK, NEW JERSEY 07102**  
**(973) 733-8043**

**October 16, 2017**

**Jeff Bezos, CEO, Amazon**  
**2121 7th Ave**  
**Seattle, WA 98121**

**Dear Mr. Bezos,**

As the City of Newark's Municipal Council President, I want to extend my full support for Amazon's second headquarters here in Newark. I know you are well aware of Newark's many assets that include our transportation infrastructure, strategic location in the New York Metropolitan Area, our local universities and access to very talented people. I want to tell you about what makes this city so great and why Amazon would do well by making Newark its new headquarters.

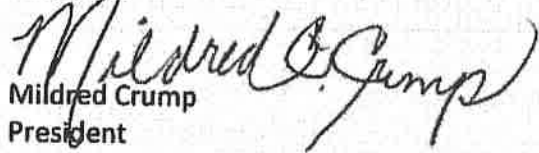
Newark has always been a center for manufacturing and science. We have inventors that are part of our rich history like Seth Boyden and Thomas Edison. These two men have developed some of the most transformative concepts and inventions the world has ever seen. That history continues to this day through the ingenuity and innovation of our current citizens. We are home to technology companies like Audible and Panasonic. Every day there are incredible groundbreaking discoveries at Rutgers University and New Jersey Institute of Technology. Newark is the place to be if you want to further your business and develop bold new ideas that will move your company forward.

We know there are many cities that want to convince you to move there. I believe that Amazon would benefit considerably more by locating in Newark because no other city will be able to offer the wealth of resources, infrastructure assets, transportation options and location proximity that Newark can offer in the entire Northeast corridor. Broad Street and Market Street in our downtown are the crossroads of North Jersey. Newark has infrastructure and space to provide for all the needs of Amazon. There will not be growing pains because we do it each day for many other corporations.

I welcome you to our city and I am looking forward to the day when you can see some of the great places and the amazing people that make Newark the wonderful place it is. You can look forward to lunch or dinner at some of our wonderful restaurants, relaxing walks among the

cherry blossoms in historic Branch Brook Park or a culturally enlightening visit to the Newark Museum. I am positive you will be extremely impressed by all that Newark has to offer.

Sincerely,

A handwritten signature in cursive script, reading "Mildred Crump". The signature is written in dark ink and is positioned to the right of the printed name.

Mildred Crump

President

Newark Municipal Council



**Lata N. Reddy**  
Senior Vice President, Diversity, Inclusion & Impact  
Chair & President, The Prudential Foundation  
Prudential Financial, Inc.  
751 Broad Street, Newark, NJ 07102-3777  
Tel 973 802-8945 Fax 973 367-8635  
lata.reddy@prudential.com

October 17, 2017

Mr. Jeffrey P. Bezos  
President, Chief Executive Officer  
and Chairman of the Board  
Amazon.com, Inc.  
2121 7th Ave  
Seattle, WA 98121

Dear Mr. Bezos:

Prudential proudly stands with the State of New Jersey and the City of Newark in its proposal to Amazon for the company to develop its second headquarters in Newark. Our firm has been headquartered in Newark since we were founded here more than 140 years ago and our dedication to the City has not waived.

As you no doubt already know, there is a visible resurgence taking place in Newark due to the collective efforts of the City, corporations like ours, other anchor institutions and local nonprofits. Whether through the next wave of manufacturing, a technology hub and an education ecosystem of district and charter schools, these efforts are helping to create a 24/7 vibrant, thriving city. Additionally, progress is being made toward closing the economic gap by connecting residents to local growth, helping expand the middle class and increasing prosperity overall. As a result, Newark is on the rise.

While Prudential is now a global organization serving customers in more than 40 countries, we remain rooted in our hometown with the Newark community that helped build our company. We know that businesses today must not only generate profits but also drive progress. Newark provides the opportunity to do just that.

We welcome the chance to work more closely with Amazon should you decide to call Newark your second home. Together we can work towards a shared goal of spreading economic and social opportunity creating meaningful and lasting change across this great city.

We hope you take this into consideration as you look to make your decision next spring. We will make ourselves available to speak with you further regarding any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Lata N. Reddy".

# Panasonic

October 11, 2017

AMAZON

Office of Economic Development

c/o Site Manager Golden

2121 7th Ave

Seattle, WA 9812

Dear Mr. Golden:

On behalf of our CEO, Tom Gebhardt, and the entire Panasonic family, I wanted to extend a warm hello from the City of Newark. Since Panasonic arrived in Newark a little over four years ago, the city has welcomed us with open arms – from the Mayor's office and community organizations to schools and the Newark anchor companies including Prudential, Horizon, Verizon, PSEG, and Audible.

We are very much aware that Amazon is seeking a home for its second headquarters, and we are looking forward to seeing Amazon join the list of anchor companies in this city! We hope that you will consider joining us in Newark to add to the new and rich fabric of life that is being created here.

Panasonic is proud to call Newark home. We've collaborated with amazing community groups and local businesses that enrich the lives of people who live and work here. Panasonic installed security cameras in neighborhoods outside the downtown area, provided bodycams to the Newark Police Department, and provided product to outfit Rev. Al Sharpton's National Action Network Technology Center in the city's South Ward. You will find our system solutions in the New Jersey Performing Arts Center, the Newark Museum and other locations around the city. And our educational programs make a difference in over 15 schools and with thousands of children in Newark and surrounding areas.

Why come to Newark? Well, Newark is experiencing a wonderful business and cultural renaissance. The energy of the city is growing and changing - diverse, progressive, community-conscious. If you look around the city, you will see diverse developments in housing and businesses, the arts and culture.

With Mayor Baraka's Newark 2020 initiative, Panasonic, like others, has been given a wonderful opportunity to make its mark in this city and change lives – through hiring Newark residents, purchasing from Newark businesses, and encouraging employees to consider the benefits of living in Newark.

Newark has a wealth of opportunities to offer Amazon, as you would say "from A-Z". Arts & Culture, there's the convenience of being able to walk to the Prudential Center to see a Bruno Mars concert, or to the Performing Arts Center to see the NJ Symphony or ballet. Enjoy the Farmers Market at PSEG every Thursday. Visit the array of new restaurants on Halsey Street. Attend one of the many music festivals and take in a soccer match at the Red Bull stadium. And then there's the BUZZ of the city. Employees further their education at one of Newark's prestigious universities. Entrepreneurs are taking advantage of more small business opportunities, creating more jobs and further stimulating development.

Amazon would be a great addition to the City of Newark. We sincerely hope you will strongly consider Newark as the home of your second headquarters.

Sincerely,

*Damien Atkins*

Damien Atkins

Vice President, General Counsel



David M. Daly  
President and Chief Operating Officer

Public Service Electric and Gas Company  
80 Park Plaza, T4, Newark, NJ 07102-4194  
Tel: 973.430.6033 Fax: 973.596.0992  
Email: david.daly@pseg.com



October 16, 2017

Mr. Jeffrey Bezos, Chief Executive Officer  
President and Chairman of the Board  
Amazon.com  
410 Terry Ave North  
Seattle, WA 98109-5210

Dear Mr. Bezos,

PSEG would be delighted to have Amazon as one of our neighbors in Downtown Newark. Our roots in Newark are deep and our strength comes from our long legacy in this community and greater New Jersey.

Our company mission is simple: We are people providing safe, reliable, economic and greener energy. Today, more than ever, we understand that our mission and our impact on the communities we serve are important to companies like Amazon and look forward to demonstrating how we can be an effective corporate partner should you choose our headquarters city as your own.

PSEG has evolved over time, reinventing itself to continue to meet the needs of customers, employees and shareholders. Today, PSEG is a publicly traded diversified energy company with 2016 annual revenues of \$9.1 billion and more than 13,000 employees. We rank 306 on the Fortune 500 list for 2017 and have been named to the Dow Jones Sustainability North America Index for the 10th year in a row. PSEG's inclusion in the Forbes JUST 100 was based on our success in creating jobs, conducting business in an ethical manner, providing strong retirement and health benefits, and caring about the communities in which we operate.

PSE&G, our electric and gas utility, is the largest in New Jersey and serves 75 percent of the state's population and the largest cities, including Newark. We are committed to growing and evolving with the needs of the state. We continue to upgrade several switching stations in Newark to handle additional electricity growth and capacity. And we have been deploying smart grid technologies that enable us to diagnose and correct potential problems before they occur. These significant upgrades will ensure that your facility receives safe, reliable and efficient energy now and in the future – at a level that is on par with a major metropolitan center such as New York City.

PSE&G has also been making major upgrades to its gas distribution system, replacing older cast-iron pipes with new, more durable plastic piping that improves reliability and reduces leaks of methane, a potent greenhouse gas.

Mr. Jeffrey Bezos

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10/16/17

PSEG has been an integral part of the Newark community since its founding. We have grown with the city and are proud to power its industry and businesses. Most recently we joined our corporate partners in Newark with the Mayor's Newark 2020 Hire, Buy, Live initiative. This is a signature commitment aimed at reducing unemployment by 2,000 residents by the year 2020 as well as increasing economic opportunities for all residents. This commitment will help to revitalize commercial corridors, create more affordable housing, integrate the arts into every aspect of city life and much more.

Newark is certainly a city with a progressive and promising future. We welcome Amazon to join us on this journey.

Sincerely,

A handwritten signature in black ink, appearing to be "D. J. ...", with a long horizontal stroke extending to the right.



**Broadridge**

Broadridge Financial Solutions, Inc.  
One Park Avenue, 12<sup>th</sup> Floor  
New York, NY 10016

Broadridge is a global fintech leader which helps clients transform their business with advanced communications, technology, operations, data and analytics solutions. Since becoming independent in 2007, we have grown into a global fintech company and are recognized<sup>1</sup> as an invaluable partner for the world's leading companies and financial institutions. With over 50 years of experience, Broadridge's infrastructure underpins proxy voting services for over 90% of public companies and mutual funds in North America. We handle trades involving more than \$5 trillion in equity and fixed income trades per day, support communications that reach 75% of North American households and manage shareholder voting in 90 countries with full-time associates in 16 countries. For more information about Broadridge, please visit [www.broadridge.com](http://www.broadridge.com).

Broadridge selected Newark as the location for headquartering its Global Technology & Operations (GTO) Division, which had previously been located in Jersey City. We have decided to relocate approximately 1100 associates to this new location which resulted from many months of evaluation of various alternatives. We found Newark to represent the type of progressive environment where governmental bodies, corporations, universities and the non-profit communities come together in a very collaborative fashion.

The city is located in a very attractive geographic area with a very sound infrastructure, which is also continuing to be enhanced. It provides our employees/associates with various commuting options<sup>2</sup> and access to an increasing range of amenities to enjoy. The ability to travel nationally & internationally, as well as being able to have others access us from various locations via auto, mass transit, air was another highly attractive consideration.

The ability to design a workspace to meet our current and future needs in a safe and secure environment were paramount considerations for Broadridge. We are extremely pleased with how welcoming the city and the many community members have been as we are now an active business partner in helping to further the positive environment of this great city.

Matt Connor  
Broadridge GTO-CFO

J. Michael Hopkins  
Broadridge GTO  
Newark Executive Liaison

<sup>1</sup> WINNER 2016, World's Most Admired Companies, Financial Data Services, FORTUNE® Magazine

<sup>2</sup> 80%+ of drivers and 50%+ of associates taking mass transit will have a better commute

Advanced Heart Failure and Transplant Program, having performed more than 1,000 heart transplants; New Jersey's only certified Advanced Lung Disease and Transplant program and a cardiothoracic surgery and valve center that will soon complete its 1000<sup>th</sup> minimally invasive TAVR procedure. The Frederick B. Cohen, M.D., Comprehensive Cancer and Blood Disorders Center and the HFNJ Breast Health Center offer a multi-disciplinary approach to the screening, diagnosis, and management of cancer. As an early leader in minimally invasive surgery, NBIMC offers a broad range of advanced robotic surgeries. Children's Hospital of New Jersey at NBIMC offers state-of-the-art care in nearly 30 pediatric subspecialties. It is home to the Children's Heart Center, New Jersey's most comprehensive pediatric cardiology and cardiac surgery program. It is an honor to serve New Jersey's largest city especially in this time of exciting growth and future potential.

At RWJBarnabas Health, we recognize that the provision of health care is only one component of helping people live healthier lives. Our Social Impact and Community Investment Practice is championing the transformation of RWJBarnabas Health from an organization that primarily treats people when they are ill to one that helps keep populations well. Recognizing that health and social inequities are directly linked, the Practice addresses the non-clinical factors that affect health outcomes. The great City of Newark is our laser focus for improving the lives of the residents and eliminating healthcare disparities and addressing the social determinants of health.

The mission is to work with our communities to foster health-promoting environments and conditions for the long-term well-being of all residents. RWJBarnabas Health is determined to formulate effective strategies, mobilize the right resources and identify the appropriate traditional and non-traditional partners to produce the change necessary to improve health. The Practice is focused on vulnerable populations. It is unique among health care providers because of the system's belief that to make a long-term and truly sustainable impact, there must be changes in municipal, state or federal policy.

The Practice also serves as a driver of the system's anchor mission to intentionally apply our institution's long-term, place-based economic power and human capital, in partnership with the community, to mutually benefit the long-term well-being of both. Our anchor institution strategy involves hiring locally, buying locally, and investing locally.

The City of Newark is serving as a prototype for many of our social impact initiatives to be implemented throughout the system. Based on existing research, the results of our Community Health Needs Assessments (CHNA) and ongoing dialogue with community members and public health colleagues, we have identified and prioritized areas that align with the social determinants of health including: economic stability, education, and neighborhood and built environment.

An example of our efforts in this space is Newark's city-wide initiative -- Hire Local, Newark 2020 -- with the focus on cutting the city's unemployment rate in half by connecting 2,020 unemployed Newark residents to full-time work that pays a living wage by the year 2020. RWJBarnabas Health is collaborating with the Office of the Mayor and was first to commit to hiring 350 Newark residents to full-time and part-time positions with career and livable wage pathways by 2020.

In addition, the Practice works to address community food security by increasing the availability of fresh, nutritious and affordable healthy food. The Beth Greenhouse located at Newark Beth Israel Medical Center and Children's Hospital of New Jersey provides access to fresh, nutritious affordable produce to residents of the South Ward and surrounding communities. It also provides on-the-job training, internships and employment opportunities and supports health and wellness activities. The Beth Greenhouse and Farmer's Market have recently obtained authorization as the first hospital-based vendor in the state and federally run Supplemental Nutrition Assistance Program (SNAP). This SNAP designation is the Practice's first major policy accomplishment and is the first of a number of advocacy efforts designed to enhance access to healthy and affordable foods. Additional focus of our efforts includes education and family health literacy, economic stability and housing stability, and Youth workforce development among many other initiatives.

We support initiatives that promote wellness and physical activity and we provide professional and personal development services for individuals in need, at-risk children and their parents. In 2016, RWJBarnabas Health invested more than \$12.99 million in community health improvement services and community benefit operations that provide care for individuals beyond their medical needs. Additionally, RWJBarnabas Health is proud to support and partner with countless other organizations throughout the state that are striving to make our communities better places in which to live, work and play.

RWJBarnabas Health is an economic engine for our communities, creating jobs and driving spending, creating a ripple effect across the state. We make crucial economic contributions that support the livelihoods of thousands of people in the region. It is estimated that the economic activity of each hospital job in New Jersey supports another 2.25 jobs within the state, demonstrating the tremendous economic impact of our system's salaries and spending that resonates across the state and beyond.

It is our hope that Amazon will recognize the wealth of opportunity that is available in Newark should the company determine to establish its Headquarters 2 in this city. The City of Newark is a thriving metropolis, championed by a dynamic visionary, Mayor Ras J. Baraka who is a tremendous collaborator to the corporate community. Amazon employees would enjoy a

culturally, educationally and recreationally rich life in this region. We sincerely hope that you will strongly consider the City of Newark as your new home and we would welcome the opportunity to partner with you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Michellene Davis". The signature is written in a cursive, flowing style.

Michellene Davis, Esq.,  
Executive Vice President, Chief Corporate Affairs Officer





60 Park Place  
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*PSE&G*

**October 13, 2017**

**To the Amazon leadership team:**

**On behalf of Newark Alliance, welcome to Newark.**

Newark Alliance is the leading business roundtable, dedicated to the ongoing economic revitalization of Newark, striving to transform our city into a better and safer place to live, learn, work and play for all those who touch Newark: residents, business partners and visitors alike. Our membership, which consists of major corporations, anchor institutions and the most influential business and civic leaders with connections to Newark, is committed to leveraging their collective assets and resources in partnership with key stakeholders to generate economic growth for the city, state, region and beyond. Specifically, our focus is on workforce, economic development and anchor collaboration, and how a collective impact table can spur growth and development in a manner that is inclusive of and beneficial to the entire city. We see this not just as our goal, but our mission.

We welcome you to join us on this amazing journey as Newark transforms itself from big little city to formidable regional player. This ongoing renaissance is being shaped, in part, by an active corporate community invested in the city beyond their own footprint. We are excited about Amazon becoming not just a corporate citizen, but indeed, a corporate partner and ambassador. The opportunities to make a difference, establish a legacy and become an enduring pillar in the community are endless; the opportunities to partner with like-minded business leaders on strategies best maximized by collective effort are equally boundless. Your leadership principles of Think Big and Bias for Action perfectly align to our mission and way of doing business and would be welcome at our table.

We know Amazon will have a limitless number of offers to set up shop in cities across the country. It is our belief that Newark is one of the few where your presence will not only change the landscape of the business sector but dramatically reshape the city itself. We implore you to stake your claim in a city where you are not just another big company doing business, but one where your very presence will anchor the city for years to come. Many well-known member companies of the Alliance have done just that, from Prudential who has been committed to Newark for over 100 years to Panasonic who arrived less than a decade ago. Both of them sit at the Alliance table, recognizing the privilege, honor and sense of duty in being a responsible corporate citizen. We invite you to join them and the many others who are privy to one of the best kept secrets in corporate America: that Newark is a beautiful, special place where you can earn significant profits and, as importantly, make a significant difference.

Once you decide, like us, that there is no place you'd rather be than Newark, Newark Alliance will connect with you and welcome you to the corporate and civic sector. We will be your liaison to the many stakeholders in Newark: corporations, government, the nonprofit sector, etc. We will introduce you through a series of events designed to highlight your presence and commitment to the rest of the city. We will ensure your introduction and presence are felt not only within the business footprint but in the community as well, reaching out to your new city's life-long residents and community groups. We will partner with you to determine the most impactful strategic priorities and investments you can make. We will provide you a platform to leverage your impact with a set of partners ready, willing and able to collaborate with you on business ventures and community investments alike. In short, we will be your partner, your ambassador, your advocate, your convener, your connector, and your champion. Like the rest of the city, we welcome you with open arms.

This is an exciting time to be part of the Newark community and we welcome Amazon's role in it. I'm confident, like the many other companies who call Newark home, it is a decision you will not regret.

Please feel free to reach out to me with any questions you may have.

Best regards,

A handwritten signature in black ink, appearing to read 'KB McLain', written in a cursive style.

Kimberly Baxter McLain  
President & Chief Executive Officer  
Newark Alliance



University Heights  
Newark, NJ 07102-1982  
973.596.3102  
973.624.2541 fax

Joel S. Bloom  
President

October 13, 2017

Amazon  
Office of Economic Development  
c/o Site Manager Golden  
2121 7<sup>th</sup> Avenue  
Seattle, Washington 98121

I am writing to express the strong support, on behalf of New Jersey Institute of Technology (NJIT), for the City of Newark, NJ, as the future location of Amazon's second North American headquarters. Newark offers all of what Amazon seeks in a headquarters location and is a city in the midst of a renaissance. Major corporations, including Audible, Panasonic and Prudential, have recognized Newark's potential and have made significant investments in the city that include the development of new facilities. They have been joined by many others in recent years, and Amazon's HQ2 project would align perfectly with this rising urban center that is home to major corporations, multimodal transportation systems, a diverse and talented workforce, as well as multiple institutions of higher education.

As president of New Jersey Institute of Technology, I will speak to what our university adds to Newark's incredibly strong case for becoming home to Amazon's second North American headquarters. NJIT is one of only 32 polytechnic universities in the United States and is home to the largest engineering, computing, and architecture and design programs in the tri-state area. More than one-third of the engineers in New Jersey are graduates of NJIT. Founded in 1881 by industrialists for the purpose of educating a skilled workforce for Newark's businesses, NJIT has never have lost sight of its role in economic development. In fact, that commitment is expressly stated as part of NJIT's mission. Through initiatives like our Enterprise Development Center (EDC) and New Jersey Innovation Institute (NJII), NJIT has continuously enhanced opportunities for partnership with both government and private industry while sparking innovation, driving economic expansion, and providing vital workforce development and training.



NJIT's Enterprise Development Center, which is the largest technology and life science incubator in the State of New Jersey, provides office and lab space, access to scientific and technological equipment, financial guidance, and extensive technical and advisory services to its member companies. Those 95 business entities, which are more than 40% minority-owned, generated revenues of \$65 million last year while employing more than 800 people.

Our New Jersey Innovation Institute is a portal for partnership with industry and government, harnessing the power of NJIT to provide innovative and practical solutions for industry-identified problems. NJII hosts i-Labs in several industry verticals, including healthcare delivery systems, defense and homeland security, biotechnology and pharmaceutical innovation, civil infrastructure, and financial services. NJII now conducts more than \$63 million in economic development activity annually and partners with such organizations as JP Morgan Chase, Osler Health IPA, Panasonic, AECOM, Berger International, Cisco, Torcon, and the United States Department of Defense.

NJIT's Martin Tuchman School of Management is the first in the United States to partner with IBM Global University and deliver the IBM Skills Academy to our students. This partnership also allows for future delivery of training to the employees of partner corporations or individuals through certificate programs.

In July 2017, the State of New Jersey approved \$10 million in funding for Makerspace at NJIT, which will serve as an educational, research, and economic development tool for NJIT students and faculty members as well as for local and regional businesses. Makerspace at NJIT will enable hands-on, project-based learning complemented by training on industrial equipment, development of prototyping skills and experience with modern manufacturing technology.

NJIT also fills an important role in building and diversifying the pipeline of future STEM (science, technology, engineering, and math) employees who will fuel our economy. Current enrollment across bachelor's, master's, and doctoral programs at NJIT exceeds 11,500, and we are growing on an annual basis. Members of our current freshman class had an average high school grade point average (GPA) of 3.6 on a 4.0 scale, and the average score of this class on the math and critical reading sections of the Scholastic Aptitude Test (SAT) was 1285 out of a possible 1600. For those admitted to and enrolled within NJIT's Albert Dorman Honors College, that SAT score rose to 1461 and the high school GPA was 3.91 on a 4.0 scale.



Annually, 200 members of that freshman class were introduced to NJIT through our Center for Pre-College Programs, which provides STEM programming for more than 4,000 students each year and prepares them for success in those disciplines. Those students served by the Center for Pre-College Programs are predominantly underrepresented

females and minorities from the greater Newark area and northern New Jersey. We take enormous pride in our role as a springboard for talented students who are either the first in their families to attend college or are from families of very modest economic means. Most recently, the Equality of Opportunity Project recently conducted a study that ranked NJIT #1 in the entire United States for the upward economic mobility of students whose families are in the lowest quintile for family income.

NJIT is, in many ways, a microcosm of Newark. We are diverse and talented and hardworking, and we are the right place at the right time. Both Newark and NJIT are on the rise, and we would love to embrace Amazon as a neighbor and partner as we continue our climb.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joel S. Bloom", is written over the typed name. The signature is fluid and cursive, with the first name "Joel" being particularly prominent.

Joel S. Bloom

President

New Jersey Institute of Technology



Office of the Chancellor  
Rutgers University – Newark  
123 Washington Street  
Suite 590  
Newark, NJ 07102-3094

Phone: 973-353-5541  
Fax: 973-353-1048

October 13, 2017

Mr. Jeffrey Bezos  
440 Terry Avenue North  
Seattle, WA 98109

Dear Mr. Bezos,

I write to enthusiastically add my voice to the chorus of leaders across sectors in Newark, New Jersey who are completely united in our commitment to amplify Amazon's global impact as a prospective new member of our innovative community. As you no doubt are learning from our collective testimony, this is an extraordinary city, where generations of people have come from across the country and around the world to realize visions of how to make the world a better place through industrial and social innovation. For more than 100 years, Rutgers University – Newark has worked side by side with partners across the sectors to bring those visions to life.

Early in our history that included launching a business school at the dawn of the Great Depression, invoking the legacy of Newark industrial genius Seth Boyden, to cultivate working-class Newark men *and* women "versatile in technique, socially responsible in outlook, and solidly grounded in the basic essentials of knowledge." Today, it entails a wide array of initiatives that achieve the "double bottom line" of increasing the prosperity of our city while advancing equitable economic development. That includes partnering with Audible.com to bring to market inspiring tech solutions from Newark's prescient new generation of diverse entrepreneurs through Newark Venture Partners' accelerator. It includes working with 60+ private, public, and nonprofit organizations to dramatically expand and strengthen pathways to educational attainment through the Newark City of Learning Collaborative's aligned network of college readiness and success programs that will increase the number of Newark's 277,000 residents with high-quality college credentials by some 50,000 by 2025. And it includes the data-intensive research and expansive B-to-B networking we are bringing to Hire.Buy.Live.Newark, forging connections across our local supply chains of goods, services, and talent to optimize business performance while making it possible for all boats to rise in our city's neighborhoods as Newark's remarkable revitalization shifts into high gear.

As someone who has worked for decades with colleagues through organizations such as the National Science Foundation and National Academies to help develop science and technology policy to reap the "diversity bonus" described by the scholar of complex systems, Scott Page—that is: unlocking the power of diverse groups to produce better, faster, and more innovative solutions to complex problems—I see unfolding in Newark today precisely the scenario that we have long dreamed of in this country. Together, business, government, and higher education are playing active roles around a table focused on collective impact, creating the kind of synergy needed to reap that bonus and reverse the cycle of urban inequality and lost opportunity.



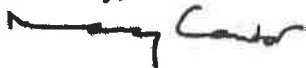
Paramount among the many strengths that Rutgers-Newark brings to this collective impact work is that our student body is incredibly diverse in every dimension: we have no majority ethnic/racial group; 60% of our undergraduates qualify for Pell grants (a measure of socioeconomic diversity); 40% of our students are first-generation college-going in their families; many are first-generation Americans; more than half of our students transfer from community colleges; and we have earned federal designation as a Hispanic Serving Institution (HSI). We bring the perspectives of a diverse array of disciplines, from the arts, the physical, natural, and social sciences, and the humanities, to business, to law, to criminal justice, and public affairs and administration. And we bring great proficiency in creating pathways to STEM disciplines and careers, including our state-wide Garden State Louis Stokes Alliance for Minority Participation (GS-LSAMP) Program, a network of 13 colleges across New Jersey that graduates 1,000 students in STEM annually and has seen an 84% increase in Latinos/as graduating since 2009; connected to GS-LSAMP is the Bridges-to-Baccalaureate network of two-year institutions, including five other HSIs, that has earned accolades from the White House as a "Bright Spot in Hispanic Education." This is among a set of best practices in cultivating diverse talent that has earned Rutgers-Newark recognition from The Education Trust for our track record of closing the "racial achievement gap" in graduation rates that remains such a persistent challenge nationally.

The prospect of having Amazon join us in Newark in realizing—indeed, multiplying—the potential to reap the diversity bonus is incredibly exciting to us all. We will eagerly explore ideas with you and your team to leverage Rutgers-Newark's strengths with Amazon's, from creating talent development initiatives such as youth summer programs to collaborative research and development in logistics, computer science, internet business, and marketing.

As you approach making a decision, I would welcome the opportunity to introduce you personally to the amazing students, faculty, and staff who are engaged so deeply in this work and to show you places where we are using capital investments that we call "civil infrastructure" to strengthen and expand Newark's "social infrastructure," such as our phenomenally successful arts collaboratory Express Newark, the newly renovated multi-use neo-classical skyscraper 15 Washington Street, and the Honors Living-Learning Community where we are revolutionizing the concept of "honors."

I hope you won't hesitate to contact me with any questions.

Cordially,



Nancy Cantor  
Chancellor



Christopher Cerf  
State District Superintendent

**THE NEWARK PUBLIC SCHOOLS**  
Office of the State District Superintendent  
2 Cedar Street  
Newark, New Jersey 07102-3091  
Phone: 973-733-7333  
Fax: 973-733-6834



Kimberley Harrington  
Commissioner of Education

October 13, 2017

Dear Mr. Bezos,

It is with great excitement that I write this letter in support of Amazon HQ2 in the City of Newark! Positioning this great Headquarters within this exciting historical city will not only contribute to economic development that is already taking place but will also support and contribute to the educational structure here in Newark.

Knowledge, growth, and value are three key elements that Amazon can bring to the youth in Newark and community at large. STEM, coding, supply chain and business management are just a few programs and experiences we could pursue in partnership with Amazon. The City and school district has already partnered with a number of the local universities and anchor organizations. For example, in the last three years Rutgers University has increased their Newark student population by 60 percent. This was due to the secondary and pre-college programs created by partnerships to help kids move faster into universities showing them there's something at the end of the rainbow for them if they work hard. These kinds of efforts are important, connecting the public and private sector to work together to improve our schools and educational programming.

It's taken a lot of work to get to where we are today. Decades ago, the state took over the school district and saw mixed results. Recently, as test scores and administrative practices have improved, the schools are seeing progress and the city is regaining full control.

Newark's mayor, Ras J. Baraka, is a product of Newark public schools and returned as a teacher and principal. As Mayor, he advocated for the return to local control and has fought hard for the city's students and families. The real work now begins and with your presence in the City the future can be even brighter for our students.

We have seen that solutions that incorporate the ingenuity, passion, and creativity of Newark educators, parents, and community leaders can improve our schools and help children learn. We support proven approaches to improve our schools: expanded early childhood education; wraparound services to meet students' social, emotional, and health needs. Amazon in Newark would help us foster great programming for our students and help us to further close the achievement gap for our students.

I look forward to working with you and your team on building these partnerships in the future.

Sincerely,

Christopher Cerf  
Superintendent  
Newark Public Schools

**THE PORT AUTHORITY OF NY & NJ**

October 17, 2017

**Mr. Jeffrey P. Bezos**  
Founder and Chief Executive Officer  
Amazon  
2121 7th Avenue  
Seattle, WA 98121

Dear Mr. Bezos,

The Port Authority of New York and New Jersey (Port Authority) is excited about the prospect of Amazon's announced second headquarters initiative (HQ2) being located within the Port Authority's Port District - encompassing approximately 1,500 square miles within the New York - New Jersey metropolitan region. Given Amazon's status as a leading internet retailer and technology company, and its current need for a second headquarters facility, we believe that the facilities, services, transit and transportation infrastructure, talented workforce and vibrant host communities within the Port District offer an unparalleled opportunity to locate HQ2.

The Port Authority's operates six airports: Newark Liberty, John F. Kennedy, LaGuardia, Stewart International and Teterboro General Aviation; the third largest freight port system in the nation with key marine terminal facilities located in Newark, Elizabeth, Jersey City, Bayonne, Brooklyn and Howland Hook surrounded by significant warehousing and logistical infrastructure; the PATH Rail system which serves commuters in both New Jersey and New York; and four bridges and two tunnels crossing the Hudson River which allow for the transport of people and goods.

Originally established by the Compact of April 30, 1921, between the states of New York and New Jersey with the consent of the United States Congress, the Port Authority's mission was to promote and protect the commerce of the Port District. Our mission today remains as vital and critical - to meet the critical transportation infrastructure needs of the bistate region's people, businesses, and visitors by providing the highest-quality and most efficient transportation facilities and services to move people and goods within the region, provide access to the nation and the world, and promote the region's economic development.

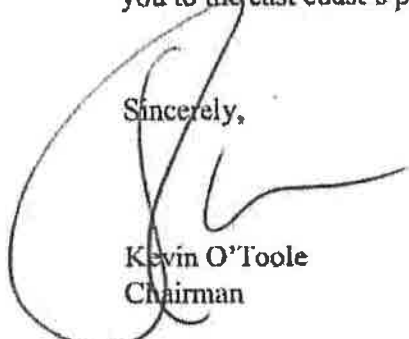
The Port District is within a metropolitan region that is home to over 18 million people and a variety of industries including technology, finance, electronics, education, healthcare, manufacturing and entertainment. Its major cities have a proven ability and commitment to

**THE PORT AUTHORITY OF NY & NJ**

attract a diverse portfolio of companies with a focus on economic growth and development that has created a business friendly environment with positive local, regional and national impacts.

The Port Authority actively supports the surrounding communities and is proud to partner on numerous initiatives to continually address the transportation infrastructure needs of this vital, growing region. The diverse workforce, established industry and business disciplines and world-class transportation, educational, cultural and community amenities equal a unique and exciting destination for Amazon and its employees. For all of these reasons we urge you to consider and offer our ardent support for locating HQ2 within the Port Authority's Port District. We welcome you to the east coast's premier destination and look forward to working with you.

Sincerely,



Kevin O'Toole  
Chairman



Rick Cotton  
Executive Director



October 13, 2017

Jeff Bezos, CEO, Amazon  
2121 7th Ave  
Seattle, WA 98121

Dear Mr. Bezos,

Newark Community Economic Development Corporation strongly supports Newark's bid for Amazon to locate a second headquarters in our Downtown. Whether it's transportation, access to talent, data infrastructure, arts and culture, housing options, or a supportive civic and business community, Newark has what Amazon needs.

Amazon in Newark would be transformative for both of us. The city will benefit from increased economic growth and development spurring Amazon adjacent businesses and new jobs for residents. Amazon will benefit by integrating into one of America's most historic, storied and authentic cities. In short, we will improve each other's futures as no other partnership can.

And we truly do see a partnership in our future. As the city's leading economic development catalyst, Newark CEDC regularly works with everyone from local entrepreneurs to large corporate anchors to grow jobs and improve the quality of life for residents, workers and visitors. We've worked with all of the large institutions in the city and the state to build upon common values and achieve outcomes that benefit everyone.

We pledge to create a pipeline of talent and coordinate with local institutions of higher education as well as the K-12 programs in both district and charter schools to give Amazon access to the best home-grown talent the city, state and region have to offer. We will be your advocates to the state in securing infrastructure investments for the region as we know that improved accessibility will not only benefit Amazon employees but the city as a whole.

In all things, Newark CEDC is ready to work with Amazon. We know you'll see that our city has all the assets that Amazon is looking to access: talent, tech infrastructure, quality of life, transportation, and a range of development sites that can accommodate your growth in a vibrant city. We look forward to giving you a tour of the city and showing you firsthand how we can grow together and realize the future of business and urban America together.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Glover".

Aisha Glover  
President & CEO

# Greater Newark Convention & Visitors Bureau

October 17, 2017

Ms. Aisha Glover,  
President & CEO  
Newark Community Economic & Development Corporation (CEDC)  
111 Mulberry Street  
Newark, NJ 07102

Dear Aisha,

On behalf of the Greater Newark Convention and Visitors Bureau (GNCVB), the hospitality community and our tourism partners, I am pleased to offer our **LETTER OF SUPPORT** to the Newark CEDC to secure the upcoming Amazon HQ2 North American bid.

The GNCVB is the primary tourism arm for the City of Newark. Our goal is to promote Newark as a leading destination for domestic, international and local visitors to enjoy. Every year, over one million people visit Newark to experience our attractions, international cuisine and rich history. Partners such as the *New Jersey Performing Arts Center* (NJPAC) or the *world-famous Newark Museum* and the *Cathedral Basilica of the Sacred Heart* are must-see destination stops when visiting the NYC area.

Newark has a strong hospitality community, I am confident that employees, clients and customers of Amazon will enjoy the best of what our city has to offer. The GNCVB is an active member of US Travel Association (USTA), Destinations International and the New Jersey Travel Industry Association.

Below is my contact information so please give me a call if you have any questions. Congratulations on this opportunity and we look forward to working with you in the future.

Best regards,



Karin M. Aaron  
President & CEO

58 Park Place, Newark, New Jersey 07102  
Phone: 973-735-2135 Website: [www.newarkhappening.com](http://www.newarkhappening.com)





October 12, 2017

Dear Amazon,

As the CEO of the Newark Downtown District (NDD), Newark's special improvement district of the central business area, I would like to extend the warmest welcome to you, as I take this opportunity to tell you just a few of the reasons why Newark is the ideal location for your new headquarters.

Just a bit about the NDD—we are a privately funded nonprofit organization, dedicated to revitalizing downtown Newark by improving the economic viability of the central business district. Our footprint cannot be missed as you will see our uniformed Quality of Life, Hospitality, Horticulture, and Clean Ambassadors throughout downtown Newark, performing their various jobs, seven days a week. Quality of Life Ambassadors act as “eyes and ears” on the streets, working closely with the Newark Police Department to maintain a safe environment for everyone who lives, works, and visits Newark. Hospitality Ambassadors assist pedestrians with directions, suggestions for restaurants, activities, and parking, and even escort people with umbrellas on rainy days. Horticulture Ambassadors (also known as the “Green Team”) care for our 240 planters, which are changed out every season with new, colorful designs from our talented urban landscape architect, which have earned us recognition from America in Bloom for being “Community Champions” (*John R. Holmes III Community Champion Award*). What we are most known for, however, is our Clean Team—our 60+ Clean Ambassadors in their black and yellow uniforms who keep the streets clean and use our internationally award winning GIS asset management system to care for the assets from our \$13.5 million dollar streetscape improvement program. The NDD prides itself for having a hard-working team of dedicated professionals who understand the importance of providing superior customer service and presenting a cheerful demeanor to the public as the face of the organization.

Development in downtown Newark is thriving, and the NDD's recent “Downtown Living Tour” took over 1,700 people on tour of 10 luxury apartment buildings in downtown Newark, with people traveling from as far as Europe to check out the hottest places to live downtown. For pictures and details, please visit our website at [downtownnewark.com](http://downtownnewark.com) and check it out under “Events”—the downtown living options available are outstanding, and new luxury residential building are going up every day throughout Newark. While on our website, please take a look at our internationally award winning Mural Project, Gateways to Newark: Portraits, a 1.39 mile mural (the longest mural on the East Coast), created by 18 artists, which beautifies the landscape of Newark and is viewed by over one million travelers a month.

With over 23 million people in the surrounding area, Newark is perfectly poised to meet Amazon's criteria of a large metro area—and we are certainly a business friendly environment! We currently have two Fortune 500 companies, Prudential Financial and PSEG, as well as Panasonic and of course Audible. Additionally, Newark attracts strong technical talent, as we are the home to NJ's top tech university, NJIT, as well as Rutgers University's Newark campus, and within minutes of Seton Hall University, Princeton, Columbia, NYU—less than 10 miles from Manhattan!

Newark is internationally famous for being a transportation hub of air, rail, road, and ship traffic—the perfect location for a company as devoted to delivery efficiency as Amazon. In addition to housing one of the nation's busiest airports, we are bisected by several major interstates, and integrated into the region's extensive mass transit network including six commuter rails, two light rails, and over thirty bus lines, as well as the East Coast's busiest seaport.

If it hasn't been clear, I am very excited to show you the myriad of reasons why Newark is the ideal place for Amazon to call home. I want you to know that you already have family here, ready to welcome you and make sure you never doubt your decision to make downtown Newark your new address. I sincerely hope to be able to have the privilege to call you “neighbor”.

Genuinely,

**Anthony McMillan**

Anthony McMillan, CEO  
Newark Downtown District



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www.Golronbound.com

October 12, 2017

Ms. Aisha Glover, President & CEO  
Amazon HQ2 Committee  
Newark Community Economic Development Corp.  
111 Mulberry Street (Market Street Suite LL)  
Newark, N.J. 07102

RE: Amazon Proposal  
Letter of support

Dear Ms. Glover:

It is a pleasure to support the City of Newark's proposal to Amazon. As Executive Director/CEO of the Ironbound Business Improvement District (IBID) in Newark, NJ, and a professional in urban and business planner and development, Newark, NJ is an optimum location for Amazon.com.

One of those reasons is the wonderful Ironbound community located in the City's East Ward, adjacent to the downtown and east of Penn Station. Not only is it a vibrant Portuguese and Spanish diaspora neighborhood, New Jersey's top dining district in the center of one of the world's great markets, and part of a college and business town, it is a nexus of modern transportation. You can travel to and from the City of Newark and the Ironbound by all means of modern world-class transportation. We are connected to the world. Our website tells this story well.

Again, the Ironbound supports this proposal because it is the right proposal and a great match for the City of Newark and Amazon.

Sincerely,

*Seth A. Grossman*  
Seth A. Grossman



As the founder of = SPACE, my faith in the Newark tech ecosystem is based on the growing numbers of startups and the forward movement of the city itself. Our sharespace is an environment that nurtures new talent, fosters early seed startups and houses forward moving companies toward their success.

### OUR REACH

Our co-working space has a reach of over 30 early stage startups, 5 established companies and an entrepreneur community of 150 consultants and techies. Our outreach spans to over 2,000 individual business owners.

### EARLY SEED FUNDS

We have raised approximately \$50,000 in early seed funding.

We actively contribute to Newark tech space growth by aligning ourselves with *Brava Investments*, who's goal is to fund startups that improves the economic development and enrichment of women. Also, we have a partnership with *The Refinery*, an accelerator and incubator dedicated to mentoring startups in the ways of raising funds through angel investors and venture funding into the Newark ecosystem with over \$150,000 to date in funds being disbursed to finalist of their Fuel the Growth Pitch Competition.

### PROGRAMMING

The cornerstone in moving the ecosystem forward has been in growing our programming arm. In its cumulative history, =SPACE has empowered over 1,500 techies and entrepreneurs and has given them a platform to become emerging leaders in the tech landscape.

#### *Power Day*

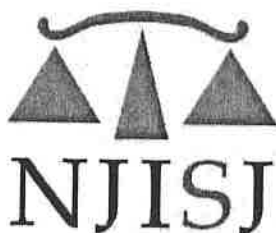
An intense networking day of empowerment, which brings 45 business owners together for a breakfast, lunch and reception led by leaders in tech and business.

#### *Newark Tech Week*

= SPACE has reignited the Newark Tech week, boasting a full week's worth of programming and welcoming over *50 startups* into the event series, *hundreds* of visitors with amazing platforms like, ClaimIt and WordPress.

*Medina*  
Founder,  
=SPACE

"Social justice should be the underlying goal of all humanity."  
-Alan V. Lowenstein, Institute Founder



NEW JERSEY INSTITUTE  
FOR SOCIAL JUSTICE

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ph. (973) 624-9400  
fax (973) 624-0704  
email: justice@njisj.org  
www.njisj.org  
do social justice.

October 13, 2017

RE: Amazon HQ2

To Whom It May Concern:

I write to express my support for the mighty city of Newark, New Jersey, becoming home to Amazon's second headquarters. As the President & CEO of the New Jersey Institute for Social Justice, I have the privilege of working with a broad array of Newark's community members and organizations to advance economic mobility, cutting-edge criminal justice reform, and expansive civic engagement.

In this work, I have become well-acquainted with all of the reasons that make Newark a prime site for a groundbreaking partnership with Amazon.

Amazon's commitment to hiring up to 50,000 new employees for its new headquarters aligns very well with where Newark currently is in its evolution. The City is in a period of substantial growth and expansion; Amazon would fit firmly into the development that is occurring all over our city. The Institute is particularly invested in seeing local residents hired so that they can have a significant stake in all of the prosperity that economic transformations bring.

For its second headquarters, Amazon has requested proposals from cities with "strong local and regional talent." Newark has that in abundance. As we wrote in our recent report, *Bridging the Two Americas: Employment & Economic Opportunity in Newark & Beyond*, Newarkers are very enthusiastic about giving back to their city and adding to a capable, diverse workforce. Indeed, we point out, Newark's people of color alone "have a higher labor force participation rate than both the nation and the State of New Jersey."

The Institute is lead partner in Mayor Ras Baraka's Newark 2020 jobs initiative, a powerful cross-sector partnership of community organizations, anchor employer institutions, and City officials in a concerted effort to connect 2,020 Newark residents with meaningful, full-time employment by the end of the year 2020. Amazon is uniquely positioned to join Prudential, RWJBarnabas Health, Panasonic, and other partners as a leader in this effort to help make Newark a model of economic advancement for cities across the country.

It is for these reasons that I submit this letter in endorsement of Newark to be the site of Amazon's second campus.

Signed,

Ryan P. Haygood



October 17, 2017

Dear Amazon Headquarters Search Committee,

Allow me to be direct. We love Newark - and we think you will too.


Ten years ago, Prudential Center opened our doors in Newark to great fanfare. Since then we have become known as the home of world-class sports and entertainment, with a building ranked in the Top 10 nationally by Pollstar, Billboard and Venues Today. That success is due in large part to the partnership we have with the City of Newark and the great assets the city has to offer.

- Our employees and the 2 million guests that annually visit our arena have plentiful public transportation opportunities, making their trip to Newark easy
- Newark's top notch colleges and universities provide us with an abundance of potential employees eager to start or continue their careers with us
- The recreational opportunities in and around Newark provide an abundance of passive and active options for employees and visitors
- Arts and culture are alive and thriving in Newark. And next week we will add to that great scene with the opening of the GRAMMY Museum Experience Prudential Center, the first GRAMMY Museum on the East Coast
- The cyber infrastructure available in Newark gives the City an advantage over others in a world increasingly demanding electronic speed
- The professionalism of the Mayor and the City Council has made doing business in Newark a true partnership

This year our management leadership offsite (referred to by us as Go Forward) was themed after Jeff Bezos' 2016 Letter to Shareholders. We share the Day One philosophy with you as a critical part of our success. I look forward to collaboratively implementing that philosophy as Newark neighbors.

Come experience the passion we have for Newark. Our doors are always open.

Sincerely,

  
Hugh Weber  
President

Prudential Center/New Jersey Devils



John Schreiber  
President & CEO  
jschreiber@njpac.org  
d 973.297.5846

October 13, 2017

Mr. Jeff Bezos  
CEO  
Amazon

Dear Mr. Bezos:

One enormously compelling reason for Amazon to move its new headquarters to Newark, N.J., is the vibrant, 24-hour arts scene that fills this city's streets, galleries, stages, and indeed, covers the very walls with murals. The National Center for Arts Research this year ranked Newark one of the ten most vibrant arts communities in the country, citing its performance spaces, support for the arts by local government and businesses, and many arts education opportunities.

And the city's arts landscape is still growing.

When NJPAC opened in Newark, it was a transformative moment for New Jersey's largest city. Then-governor Tom Kean conceived the Arts Center as a place that would bring world-class performers to the state, and bring Newark's downtown back to life. In the 1980s, when Kean sought allies in politics and business for this plan, both ideas were radical.

Fast forward to 2017: Kean's dream is now a reality. NJPAC has evolved into the anchor cultural institution of a now-thriving Newark. Over 20 years, more than 8 million people have come to NJPAC to see performers including Yo-Yo Ma, Renee Fleming, Sting, Stephen Colbert, Trevor Noah, Wynton Marsalis and Ringo Starr in our Prudential Hall — the Arts Center's wood-paneled 2,800-seat venue, which Ma described as like "being inside a great string instrument."

The Alvin Ailey American Dance Theater and the New Jersey Symphony Orchestra are our resident companies, keeping the Garden State a center for both classical music and modern dance. Fans of swing descend on Newark each fall for the TD James Moody Jazz Festival.

Today, more than 500 events bring more than half a million patrons from across the New York and New Jersey metro area to NJPAC every year — to Prudential Hall, to smaller stages on the Arts Center's campus, or to our free outdoor summer music festival, *Sounds of the City*.

Programming that actively seeks to engage New Jersey's many ethnic constituencies brings NJPAC the most diverse audience of any performing arts





October 13, 2017  
Mr. Jeff Bezos  
Page 2

center in the county. Zakir Hussain, Beres Hammond, Grupo Niche and Los Tigres del Norte all play here this season.

In addition to great artists on its stages, NJPAC offers a great education in the arts to New Jersey's children. More than 75,000 kids and families take part every year in programs that range from family shows (hello, Peppa Pig!) to weekend classes and summer camps at our Center for Arts Education, where jazz, dance, musical theater, devised theater, hip hop, poetry and film are taught.

Guided by our fidelity to the Maker philosophy, our students learn basic skills and then dive into making their own works of art; our jazz students compose, our dance students choreograph (with help from our resident dance advisor, Savion Glover). NJPAC teaching artists fan out to Newark's schools every semester, teaching everything from ballroom dance to Broadway songwriting, in ten-to-twelve week residences held in public and private school classrooms.

NJPAC's growing community engagement department offers jazz concerts at libraries, liturgical dance in churches, and a film series focused on works addressing social justice issues, among more than 200 free events. NJPAC partners with more than 100 nonprofit organizations from across the state to expand our reach — and, importantly, we collaborate with Newark's business and political leaders to ensure these programs are useful and meaningful.

And — thanks in many ways to NJPAC's presence here — Newark's downtown has boomed. New residential developments in the building or planning stages dot the central Broad Street corridor. Glittering office towers surround the city's historic parks, which offer not just as islands of greenery, but act as venues for sports leagues, farmer's markets, children's events and festivals.

The renovated Hahne & Co. Building, once a locally famous department store, now houses apartments, a bustling Whole Foods, an arts venue (with events curated by, among other organizations, NJPAC), and a restaurant captained by celebrity chef Marcus Samuelsson, slated to open in late 2017.



October 13, 2017  
Mr. Jeff Bezos  
Page 3

NJPAC has expanded its own mission by becoming a real estate developer itself; our One Theater Square luxury residential tower, facing the Arts Center on one side and Military Park on the other, will welcome tenants and new restaurants in Summer 2018. A hotel, a conference center and a film center are among the proposals for the rest of NJPAC's developable campus.

Newark is a city of poetry and song, jazz and salsa, parks and non-stop performances. We think it is, to borrow a phrase, a prime place to live, to work and to play, and we hope Amazon agrees.

All good wishes.

Best regards,

A handwritten signature in black ink, appearing to read "John Schreiber", with a long, sweeping horizontal line extending to the right.

John Schreiber



LOTUS  
EQUITYGROUP LLC

October 12, 2017

2 Gateway Center  
283-299 Market Street  
Suite 201  
Newark, NJ 07102

Dear Amazon-

Lotus Equity Group and C&K Properties are deeply committed to the advancement of Newark as a thriving 24/7 urban community and believe this city is the perfect home for Amazon.

We have been active in downtown Newark for more than a decade as the owners and operators of 2 Gateway Center, Newark's largest commercial office building. Our interest in and commitment to Newark has only expanded over the years, and we have become increasingly invested in this city's future as the owners and developers of two of the most exciting mixed-use projects in the country. We are staunch believers that Newark is becoming one of the nation's most dynamic, exciting live-work-play destinations.

We have invested in Newark for the same reasons that make this a perfect place for Amazon. No other city can match Newark's combination of access to a talented and highly educated workforce, physical and digital infrastructure, and proud local culture and heritage - all at an affordable price. We are an 18-minute train ride to Midtown or Lower Manhattan, 10 minutes to a global gateway airport, right on Amtrak's Northeast Corridor and literally on top of the best dark fiber in the nation.

Between our Bears Riverfront Stadium and Ironbound sites, Lotus Equity Group is actively working to prepare the new commercial office, residential, and retail building stock that the city will need to grow. We have assembled nearly 17 acres, more than 3.5 million buildable square feet, and already have plans with a team of world-class architects to bring up to 2 million square feet of office space and more than 3,600 new residential units to market in the next five to ten years. This stock of new development is timed perfectly to support the expansion that HQ2 would entail.

Lotus Equity Group and C&K Properties stand together with the City of Newark, the Newark Community Economic Development Corporation, other developers, and key institutional and educational stakeholders to welcome Amazon to our city. Together we can become a global model for the city of the 21<sup>st</sup> century, with Amazon at the heart.

Sincerely,

Benjamin Korman  
Founder and CEO  
Lotus Equity Group LLC



# MATRIX

October, 2017

Dear Amazon Executives,

Matrix Development Group has the sincere pleasure of working with Amazon on a number of warehouse distribution opportunities throughout New Jersey as well as in Staten Island, NY. The experience of working with Amazon's team of professionals has been both positively challenging and extremely rewarding. That fruitful experience continues...as Matrix and Amazon are continuing our discussions regarding Amazon's additional distribution needs.

The news that Amazon was conducting a nationwide search for a second world headquarters was met with equal excitement. I immediately began my outreach to a team of strategic business leaders, along with the State of New Jersey leadership, to take the necessary steps to attract Amazon to New Jersey. In my mind, there was a unique location that offers Amazon an unequal experience. That location is Newark! Simply stated – it is poised for transformation and has the available land, structure and resources to receive Amazon and create a renewed Amazon city. Moreover, the City already boasts an educated and diverse labor pool, plentiful and varied housing stock, robust business, technology, education, healthcare leadership base, superior transportation network and a welcoming urban setting poised for transformation.

Our enthusiasm over the City of Newark is contagious! Imagine...a walkable environment along the Passaic River, energized parks dotted with world class performance center and entertainment, corporate leaders ready to engage, and an energized, educated labor base ready for Amazon! Matrix welcomes the opportunity to continue our relationship with Amazon with this transformative opportunity.

By way of background, Matrix is a privately held firm headquartered in New Jersey. For more than thirty five years, Matrix has invested in and developed office, industrial, residential and hospitality properties throughout the Northeast. Our history is marked by the prosecution of close to 5 million square feet of office space, 35 million square feet of industrial facilities, thousands of residential homes as well as more than a half dozen hospitality properties. However, Matrix' distinguishing characteristics are firmly rooted in the partners that have tirelessly and enthusiastically worked together for its history, coupled with an innate entrepreneurial spirit that is dedicated to the communities in which we do business.

Matrix Development Group  
Forsgate Drive, CN4000  
Cranbury, NJ 08512  
Tel: (732) 521-2900  
Fax: (609) 395-8289  
[www.matrixcompanies.com](http://www.matrixcompanies.com)



# MATRIX

2 of 2

Our investment in Newark is no different. We embraced our investment in Newark when we purchased the 411,000+ SF One Riverfront office building from The Port Authority of NY / NJ in December of 2001 (a little over three months after 9/11). This magnificent building hosts many of our region's largest law and professional firms and, as such, One Riverfront is often called "The Legal Center". Following the purchase of One Riverfront, Matrix followed with the acquisition of an adjacent six acres of land. On approximately one half an acre, in 2013, Matrix (along with partner SJP Properties) developed the North American Headquarters for Panasonic Corp. Today, five and a half acres remain available for development. The site is immediately ready for development and is bordered by Penn Station – Newark, One Riverfront, Panasonic, and the Passaic River. With views of Manhattan, the land offers unmatched visibility and accessibility. The riverfront location provides direct access to Penn Station – Newark, while capturing the views of daily commuters on the train lines. The site's location also provides immediate access to NJ Transit trains and buses, Amtrak and PATH, as well as immediate transportation to Newark airport (just three miles from the site). Vehicular access is easily reachable to the NJ Turnpike, Garden State Parkway as well as Routes 1, 9, 440, 280 and 78 and 80.

Matrix's development plans for the Riverfront site are flexible and, therefore, able to accommodate a variety of uses to meet Amazon's needs. Whether the site gets developed as 2.0M square feet in four towers or a complement of office, residential and hotel uses clustered together is undecided. The site is immediately ready for development, and Matrix and Newark stand ready to receive Amazon.

Matrix has spent the past twenty years enthusiastic about our investment in Newark. We look forward to sharing these tremendous benefits with Amazon.

Sincerely,

Joseph S. Taylor,  
President & CEO

# EDISON PROPERTIES



WORKSPACE  
OFFICES

HIPPODROME  
NYC

manhattan  
mini storage

IRONSIDE  
NEWARK

FLUDLOW ReadySet!

October 11, 2017

To Whom It May Concern,

Edison Properties has been based in Newark since the company's founding in 1956, and has always been committed to the city's growth and development. Over the years, real estate activities by Edison and other developers have created prime development sites intended for buildings that contribute to the long-term vitality of the city. The prospect of Amazon choosing Newark for its second headquarters is truly an exciting one. We firmly believe Newark is perfectly poised for this opportunity.

No other urban locality in the Northeast Corridor possesses the quality of space, access, or infrastructure needed for the type of large scale development envisioned by Amazon. Newark has a variety of large development sites that are under single ownership and already zoned to accommodate density and a mix of uses. Newark has superior rail and road access, not only making Manhattan and Newark Liberty International Airport just minutes away, but also linking downtown to the city's neighborhoods and surrounding communities. In terms of infrastructure, only Newark boasts a dark fiber network allowing for 10,000Mb speed equipping Newark-based companies for the 21<sup>st</sup> century.

Newark is at the center of the nation's most dynamic economic region; but, it's not just a great place for commerce. With an unparalleled density of world-class cultural, educational and medical institutions; diversity of neighborhoods and housing options; range of recreational resources; and access to a highly educated workforce, what better place is there to work and live?

For these reasons, we count ourselves amongst a growing number of developers making significant investments in Newark based on a firm belief in the city's locational advantages, its historical achievements, and its ongoing progress. Our cutting edge Ironside Newark project – nearly 450,000 square feet of office and retail at the heart of Newark's downtown district – being only the beginning. As for residential development, Edison's sites alone could accommodate several thousand new apartments to meet demands by Amazon's anticipated employee base and further population growth.

Edison is not alone in its optimism. With more than \$2 billion in real estate investment being made today, in addition to the recently constructed Prudential and Panasonic towers, Newark's progress and vibrancy is profoundly unmistakable.

More importantly, our confidence in Newark's future is cemented by the presence of a talented leader, Mayor Ras J. Baraka and his supportive administration, who work relentlessly toward Newark's full realization of the great American metropolis it was always destined to be. We look forward to the opportunity of working together with Amazon in maximizing Newark's full potential.

Sincerely,

Benjamin Feigenbaum  
Chief Operating Officer





Mr. Jeff Bezos  
Founder and CEO  
Amazon.com

October 12, 2017

Dear Mr. Bezos,

As an entrepreneur, restaurateur, investor, and specifically, a real estate developer, I urge Amazon to build HQ2 in Newark. Newark has been our home for close to fifty years and the first place our family set foot in this country. For centuries, the City of Newark, with its massive port, strategic location on the eastern seaboard, economy, and openness has welcomed immigrants, hardworking individuals, and launched many American Dreams and success stories, including my own. It is a place that attracts and supports innovators, visionaries with grit and passion, people hungry for opportunity. The bumps in the road Newark has faced have only made it wiser, stronger, and ready to tackle the 21st century with lessons learned and hard-won battles fought. As you may have heard, Newark is on the rise and now is the time to make a bet on Newark. Unlike other cities, Newark's greatest chapter is just beginning and Amazon can be a leading player in its future.

- **Transportation.** Newark is a critical transportation hub with a major port, public transit, and international airport. This is key for both shipping and employee commuting and also in attracting visitors from across the Tri-State area and beyond. By rail, Newark is 19 minutes away from midtown Manhattan and 1 hour from Philadelphia. The light rail makes getting around Newark car-free easy.
- **People.** Newark's diversity is unparalleled across ethnic, national, racial, and economic lines. A diverse workforce means better ideas, a more robust company, and a better bottom line. Because of its location and transit options, as well as seven institutions of higher education, businesses in Newark have their pick of employees and future leaders. There are more young people choosing Newark as a place to live, work, study, and buy.
- **Culture.** The Ironbound neighborhood is a food mecca known for serving authentic cuisine reminiscent of the homelands of its residents. The art scene is gaining national recognition and, best of all, the community "gets it" and sees value in building relationships with local artists and businesses. We have culture in spades: NJPAC, the Prudential Center, the Newark Museum, the Newark Library (home to Philip Roth's library), the Grammy Museum, Express Newark, and Gallery Affero, to name just a few. Fast-paced urban dynamism with a hometown sense of community is what we're offering.
- **Business.** Development is unprecedented and business is booming. More than \$2 billion in real estate investment (from Newark natives and outsiders alike) is

# J&L COMPANIES

changing the landscape of the City. Companies like Panasonic, Prudential, Audible, Broadridge Financial Solutions, and AeroFarms have set up their headquarters here. Audible is one of if not the fastest growing company and opening up a tech cathedral, while the startup scene is burgeoning with Newark Venture Partners and Fownders. With the Prudential Center, Prudential Insurance, and Whole Foods anchoring downtown, and Mulberry Commons just having broken ground, Newark is transforming itself into a 24/7 city. Restaurants from celebrity chefs are debuting, boutique hotels and coffee shops popping up, and venues catering to millennials are opening. The riverfront is being transformed and activated. A high line bridge connecting the Downtown and Ironbound is planned. The energy here is invigorating.

- **Affordability.** Put simply, we have easy access to New York City without the exorbitant prices. In Newark, you get more for your dollar. This goes for businesses, employees, and residents. Millennials put a premium on convenience, efficiency, and communal spaces, all of which Newark can uniquely provide.
- **Political Leadership.** A talented and practical leader who is also a Newark native, Mayor Baraka is committed to attracting businesses and investing in infrastructure, policing, and education, while maintaining affordability. Business is up, crime is down, schools are now under local control. The ecosystem is ripe for investment and growth.

We have been, and continue to be, committed to Newark's past, present, and future. As one of the largest landowners in Newark and a long-term stakeholder in the community, we're ready to welcome HQ2. For decades we've been investing in and building across the City, knowing all along that Newark is special. We're more bullish than ever. In the past three years we've built 150 residential units and have another few hundred planned for our next project. If HQ2 were built in Newark, we would build thousands more. We're ready and look forward to working with Amazon as well as the broader community to transform Newark into a leading center for urban prosperity and innovation. We invite Amazon to be a key player in Newark's revitalization alongside of us.

Sincerely,



Jose Lopez  
President, J&L Companies  
President, J&L Parking  
Owner, Don Pepe Restaurant

October 11, 2017

Aisha Glover  
President, CEO  
Newark Community Economic Development Corporation  
111 Mulberry Street (Market St Suite LL)  
Newark, NJ 07102

Re: RBH Group Support for Amazon HQ2 in Newark

Dear Ms. Glover:

As CEO of RBH Group, I am pleased to support the City's application to Amazon to attract Amazon's HQ2 to Newark, New Jersey, the State's greatest city. Newark is uniquely positioned to offer Amazon a range of strategic locational advantages, including easy access to New York City and the northeast corridor mass transit via trains, buses, an International Airport, Port, light rail, subway and automobile; super-fast internet speed, a diverse and talented workforce; over 50,000 college students in 5 downtown universities; multiple corporate headquarters; new housing developments; and open space and cultural amenities all within a short walking distance downtown.

As developer of over 1 million SF of mixed-use projects in Newark, New York and across the country, I chose Newark as my corporate headquarters for precisely the advantages outlined above. As we set out to develop the \$150 million, 203-unit Teachers Village project, the sustainable agriculture initiative of our Makers Village project, and Rutgers-Newark's Honors Living Learning Community, I became deeply impressed at the level of professionalism and cooperation exhibited by both public and private partners in what are often complex real estate transactions. The State, County, City and NCEDC have bent over backwards to attract all available resources to our real estate projects, with an eye towards facilitating the utmost standards for sustainability, affordability, high design and social impact investment.

RBH Group welcomes Amazon to locate at several sites within our 15 million square foot SoMa master plan, at the historic Four Corners of downtown Newark. We have capacity to build 827 residential units at our Four Corners sites, and if Amazon brought their headquarters to Newark, we could provide 827 residential units in our project area.

We whole-heartedly support the NEDC's application for locating Amazon's HQ2 at any number of outstanding sites within the downtown, and look forward to working with you, the local real estate community, and members of the Amazon team, as you consider Newark for your next HQ. Newark is truly your best choice. Come join the fun!

Sincerely,



Ron Beit



October 16<sup>th</sup>, 2017

Dear Mr. Bezos,

IDT (NYSE: IDT) is a global telecommunications and payments company headquartered in Newark, New Jersey. We employ over 500 professionals in our headquarters building fronting on Washington Park, which is a stone's throw from Audible's offices.

IDT is excited to welcome Amazon to our home in Downtown Newark! We know that you'll find Newark as exciting and welcoming as we have. We hope that you'll consider our building as part of your Phase I rollout here in the city. We have more than enough space to accommodate Amazon's current needs. Equally important, our site also has additional land and parking to accommodate Amazon's future growth.

We selected Newark for many of the same reasons that this great city will appeal to you.

The region's extensive transportation infrastructure enables us to attract employees from throughout the New York metropolitan region, home to the United States' largest and most diverse workforce.

The proximity of Newark International Airport (just five miles South of our office) and the region's other international airports makes overseas travel relatively convenient and affordable.

And the area's rail network provides easy access from Penn Station Newark via its AMTRAK, NJ Transit and PATH trains to Manhattan and all that New York City has to offer.

IDT has been headquartered Newark since 2000. The pace of Newark's development has accelerated every year we have been here, and the sense of progress is palpable on the City's streets. If you select Newark as the home of Amazon's HQ2, we would be delighted help welcome you to this great city.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shmuel Jonas', written over a horizontal line.

Shmuel Jonas  
CEO  
IDT Corporation



**bergerorg LLC**

Robert Treat Center • Fifty Park Place • Newark, New Jersey 07102-4375  
973-623-3300-PHONE • 973-623-8942-FAX

[www.bergerorg.com](http://www.bergerorg.com)

October 13, 2017

To Whom It May Concern:

The Berger Organization is a long-time supporter & investor in the City of Newark. Berger owns and operates over 1.5 million square feet of office space in Newark, including Military Park Building, Robert Treat Center, Firemans Insurance Building, 33 Washington Street & 570 Broad Street. Over the last two decades, Berger has invested over \$40 Million Dollars in renovating, upgrading & modernizing these office buildings.

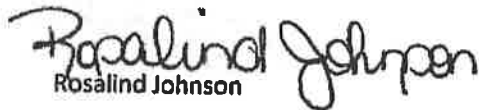
33 Washington Street is Berger's newest investment! It is an iconic office building on the Newark skyline. It contains over 450,000 sq feet. It is planned to undergo a major modernization.

The Griffith Building will also be rehabbed into luxury apartments. It will consist of 60 luxury units.

Another major project of Berger is the Tryp Hotel by Wyndham! It is scheduled to open in February of 2018. The boutique hotel will contain 101 rooms.

The Berger Organization supports Newark's HQ2 proposal for our property on Broad Street!

Kind Regards,

  
Rosalind Johnson



# BORAIE

DEVELOPMENT LLC

Mr. Jorge C. Santos, AICP  
Vice President, Economic Development Policy & Strategic Planning  
NEWARK Community Economic Development Corporation  
111 Mulberry Street (Market Street Suite LL)  
Newark, New Jersey 07102

October 12, 2017

Dear Jorge,

**Boraie Development LLC** is very pleased to have been invested in the City of Newark for over one decade now. In partnership with Newark's Favorite Son, **Shaquille O'Neal**, we have already constructed the fifty thousand (50,000) square foot *CityPlex12 Stadium Theater Complex* on Springfield Avenue which ushered in the Retail renaissance on Springfield Avenue in 2012. Newark has proven under **Mayor Baraka's** administration to be a leader in urban empowerment which has demonstrated tremendous economic and social growth. This is based on the Civic Leadership and the City's great intangibles which are now finally tangible.

As the City's economic engine has grown we are now very proud to have over 700 Residential Units in the Pipeline in the City of Newark's downtown. Currently we are under construction on the 168 Unit, *One Rector Street* Project which is in partnership with the great City of Newark whom we could not have a better Public partner.

The Project at Twenty-One Stories represents the new breed of ultra-modern, high rise construction that Newark has come to represent to residents in the State of New Jersey. The Project will be approximately 300,000 square feet and will have direct light rail access, just one stop to Newark Penn Station.

In addition, Boraie Development LLC owns the 777 McCarter Highway parcel which is directly across the street from Newark Penn Station and fronts the Prudential Center Arena. This Project will consist of approximately 300 Residential Units and is slated to have all of its building approvals in early 2018. We also have an additional 200 Residential Unit Project which we are in coordination with the City of Newark that will be announced by 4<sup>th</sup> quarter 2017 which will further energize the downtown core near Penn Station.

We are so very proud that the State of New Jersey has selected the great City of Newark to be among the final four Cities for Amazon's consideration. We are very proud to be part of the 'Team' on this exciting endeavor.

Sincerely,

**Wasseem Borale**  
Vice President  
Boraie Development LLC



L&M Development Partners Inc.  
1865 Palmer Avenue  
Larchmont, NY 10538

October 12, 2017

To Whom It May Concern:

Our firm has made multiple investments in the City of Newark, and enthusiastically supports this great city in its submission for Amazon's HQ2.

We find Newark to be host to an extraordinary infrastructure, including its transit network, its anchor institutions, great building stock, and human capital. We therefore believe that the city represents a great opportunity for our continued investments in mixed income, mixed use and market rate housing.

We note that our investments, including the adaptive reuse of the Hahne & Co Department Store ("Hahne's") to a mixed use development, with the City's first Whole Foods, has induced other market entrants to follow with their capital. In addition to the 160 units at Hahne's, which now are 100 percent occupied with a waiting list, we have a pipeline of projects to be delivered over the next three years that will provide no less than 600 units in the downtown alone.

With the success of the Hahne's project, we revived a building meaningful to the city, to the county, and to the region. In that undertaking, we collaborated with partners at Prudential, Rutgers-Newark, Goldman Sachs, Audible, the State of New Jersey, and – of course, the City of Newark. Should Amazon select Newark, we believe our partnerships can go a long way to meeting the housing demands it may require.

Should any additional information be required, please do not hesitate to contact me at 845 222 6910 or [jcortell@lmdevpartners.com](mailto:jcortell@lmdevpartners.com).

Sincerely,



Jonathan Cortell



# FIDELCO

REALTY GROUP

225 MILLBURN AVENUE, Suite 202  
MILLBURN, NJ 07041

t 973-467-4400

f 973-467-8040

fidelco.com

October 13, 2017

The Honorable Ras J. Baraka  
Newark City Hall  
920 Broad Street  
Newark, New Jersey 07102

Re: Fidelco Realty Group and Marc E. Berson's Endorsement of the  
City of Newark's Response to the Amazon HQ2 RFP and  
Effort to Attract Amazon to Newark

Dear Mayor Baraka:

Fidelco Realty Group fully supports the City of Newark's effort to bring Amazon's HQ2 to Newark. The City has much to offer Amazon and its present and future employees, including a superior infrastructure and public transportation system, low-cost housing, access to a highly educated workforce, world-class internet speeds, cultural institutions, an international airport located 10 minutes from downtown, and an 18 minute commute by train to New York City. Not only will Amazon benefit from all of Newark's attributes, but we believe Amazon will come to appreciate the enormous social impact its decision to locate its HQ2 in Newark would have and the unique opportunity it has to help accelerate the rebirth of this wonderful and historic city.

Fidelco and its chairman, Marc E. Berson, have more than 45 years of experience in developing, owning, operating and managing all classes of real estate including multifamily residential, office, industrial, retail, hotel and mixed-use properties. For over 30 years, Fidelco has been one of the City of Newark's most active developers and investors and Marc Berson has been among the City's most prominent stalwarts and benefactors.

In his capacity as a philanthropist, Mr. Berson has been at the forefront of the City of Newark's turnaround, having taken leadership roles with institutions and initiatives integral to the City's resurgence. These include:

1. New Jersey Performing Arts Center (NJPAC) → a model and engine for Newark's revitalization more than 25 years ago
2. New Newark Foundation → a private foundation formed after the completion of NJPAC to acquire residential and retail sites in the City as a way to continue the progress started by NJPAC. The centerpiece of the Foundation's real estate portfolio became the location for Prudential Financial's new headquarters building.

3. The Prudential Center → a first-class sports and entertainment venue opened in 2007 as the home of the New Jersey Devils hockey team and the Seton Hall Pirates basketball team and is also one of the busiest concert venues in the country
4. One Theater Square → the first ground-up market rate apartment tower to be built in Newark in more than 50 years. This tower is being developed in partnership with NJPAC on its excess land.
5. Newark Venture Partners → a technology focused venture capital fund with a mission to catalyze the development of a tech ecosystem in Newark, Mr. Berson is one of the founding investors, along with Prudential, Audible and Dun & Bradstreet

Additionally, as vice chairman of RWJ Barnabas Health, the largest healthcare system in the State of New Jersey, and as chairman of Newark Beth Israel Medical Center and Children's Hospital of New Jersey, Mr. Berson has spearheaded the Newark strategy for the healthcare system which includes the proposed construction of new state of the art hospital and medical facilities within the City.

Fidelco's signature real estate projects in Newark include:

- One Washington Park. This 400,000 square foot building, vacant at the time of acquisition some 12 years ago, now houses Rutgers Business School in 11 floors and Audible (an Amazon subsidiary) on 7 floors.
- 494 Broad Street. Purchased as a vacant 120,000+ square foot office building 10 years ago, it is now fully leased and includes a newly built 650 space attached parking garage, 75,000 additional square feet of office space on top that is fully leased as a call center for Altice/Cablevision, and 5,000 additional square feet of retail space. Barcade, a hipster bar/arcade, recently opened on the ground floor of this building.
- 15 James Street. The historic former Second Presbyterian Church is currently being retrofitted into an 80,000 square foot state of the art office building for Audible and will include amenities such as an auditorium, basketball court and bowling alley. Completion is currently anticipated to occur in Q4 of 2018.
- Rock Plaza Lofts. An assemblage of eight separate buildings on Market Street adjacent to the Prudential Center which we converted into a mixed-use project with 88 residential apartment units and over 35,000 square feet of retail space. Tenants include Dinosaur Bar-B-Que, Chipotle, Novelty Burger & Bar, Mercato Tomato Pie, The Noodle Shop, Redds Biergarten and Krauszers.

In addition to these investments made by Fidelco in previously neglected or underdeveloped parts of downtown Newark, we will soon begin construction at the following three development sites, the first two of which are one block from the Broad Street train station with direct access to New York.

Hon. Ras J. Baraka  
October 13, 2017  
Page 3 of 3

- A mixed-use building on the northwest corner of Broad and Orange streets, across from One Washington Park, with approximately 200 apartments (60-70 of which will be affordable units for The Actors Fund and the remainder will be market-rate) and ground floor retail/commercial space, expected to break ground during the second half of 2018.

- In collaboration with Rutgers-Newark, a 2,200 space structured parking garage with 250,000+ square feet of office space planned above it on Orange Street between Essex and University and across from One Washington Park, anticipated to commence in the first half of 2019.

- A 140,000 square foot, 60-foot high freezer warehouse at the intersection of Frelinghuysen Avenue, Newark Avenue and Virginia Street minutes from Newark Liberty International Airport and Port Newark, with a groundbreaking scheduled for June 2018.

Fidelco also owns other development sites in Newark and continues to look for new opportunities to acquire downtown commercial sites. Our other active properties include a 10-acre industrial site on Frelinghuysen Avenue; a 10-acre industrial site on Stockton Street; a 5-acre industrial site on Wilson Avenue; a 5-acre industrial site on Haynes Avenue (all of the previous 4 sites are located within one mile of Newark Airport); a 1-acre residential or retail development site on West Market Street and Central Avenue; and a historic 30,000 square foot mixed-use building on Washington Street.

Fidelco stands ready to assist with and participate in Newark's effort to attract Amazon's HQ2 to Newark at any time and in any way. Please do not hesitate to call on us.

Very truly yours,



MATTHEW R. KAPLAN  
Executive Vice President  
& General Counsel



Michaels Development Co.  
Interstate Realty Management Co.  
Michaels Military Housing  
Michaels Management Services  
Continental Mortgage Co.  
Prestige Building Corp.  
Riverside Capital, LLC  
University Student Living, LLC

October 12, 2017

ATLANTA, GA  
BALTIMORE, MD  
BEACON, NY  
BOULDER, CO  
CHESTER, PA  
CHICAGO, IL  
DETROIT, MI  
FT. WORTH, TX  
HONOLULU, HI  
HOUSTON, TX  
JACKSON, MS  
KANSAS CITY, MO  
LODI, CA  
LOS ANGELES, CA  
NEW HAVEN, CT  
PHILADELPHIA, PA  
PITTSBURGH, PA  
TAMPA, FL  
TAMPA, FL  
TRENTON, NJ  
TULSA, OK  
WASHINGTON, DC

Mr. Jeff Bezos  
Amazon  
410 Terry Ave,  
Seattle, WA 98109

**Re: Request for Proposals**

On Behalf of The Michaels Organization, the largest privately owned multifamily company in the United States, and The City of Newark we are pleased to respond to your RFP.

Our expertise is in building communities and "Place Making". We have a solid history of successful partnerships with both academic institutions and large corporate clients like yours, and making their vision a reality. Our team has created new and innovative housing options all over the United States and especially in Newark. Every location is unique, and requires a very dynamic approach.

We currently own and manage 4 properties in Newark, Clinton Street Lofts, Harrison Park Square, Baxter Park and Colleoni Apartments. We have one property called New Horizons under construction and Somerset Brownstone ready to break ground shortly.

In the next 12 months we plan on breaking ground on two more projects and within another 6 months another 2 projects. These projects will range in product type from affordable housing to market rate housing and we also have a project that is an adaptive reuse geared towards Graduate students and Young Professionals. We see the graduate / young professional housing need as the greatest demand that Newark currently has. With an extremely low vacancy rate and strong rents, we believe in The City of Newark for the long term and will continue to invest both time and resources into all of the different housing types.

There is no question that if Amazon makes the correct choice in Newark, local companies like The Michaels Organization and our affiliates will do what we do best and provide affordable communities and a true Place Making opportunity for Amazon.

Together, let's build a community!

Regards,

Roger Black

Managing Director Business Development

The Michaels Organization

Corporate Office  
3 E. Stow Rd.  
PO Box 994  
Marlton, NJ 08053  
Tel: 856.596.0500  
Fax: 856.596.6093



Michaels Development Co.  
 Interstate Realty Management Co.  
 Michaels Military Housing  
 Michaels Management Services  
 Continental Mortgage Co.  
 Prestige Building Corp.  
 Riverside Capital, LLC  
 University Student Living, LLC

ATLANTA, GA  
 BALTIMORE, MD  
 BEACON, NY  
 BOULDER, CO  
 CHESTER, PA  
 CHICAGO, IL  
 DETROIT, MI  
 FT. WORTH, TX  
 HONOLULU, HI  
 HOUSTON, TX  
 JACKSON, MS  
 KANSAS CITY, MO  
 LODI, CA  
 LOS ANGELES, CA  
 NEW HAVEN, CT  
 PHILADELPHIA, PA  
 PITTSBURGH, PA  
 TAMAQUA, PA  
 TAMPA, FL  
 TRENTON, NJ  
 TULSA, OK  
 WASHINGTON, DC

## The Michaels Organization By The Numbers

|     |   |             |   |
|-----|---|-------------|---|
| 15  | Number of communities developed including current construction since 2011 by University Student Living, Michaels Military Housing Company | 2,000       | Number of employees with The Michaels Organization  |
| 10  | Number of military bases where Michaels owns and/or manages family housing  | 52,556      | Number of units owned, under management   |
| 35  | Number of states, DC, the U.S. and the U.S.M.I. where The Michaels Organization has developed owned, managed, managed, or pending         | 49,950      | Number of students  |
| 44  | Number of years completed at The Michaels Organization have been developing and managing properties                                       | 135,000     | Number of housing units   |
| 376 | Number of communities currently managed   | 5.2 Million | Amount budgeted in scholarships to students through The Michaels Organization Educational Foundation since 2011 |



**Corporate Office**  
 3 E. Stow Rd.  
 PO Box 994  
 Marlton, NJ 08053  
 Tel: 856.596.0500  
 Fax: 856.596.6093





103 Magazine St. - Newark NJ 07105  
tel: 973.491.9494 fax: 973.491.2662

[www.mmddevelopmentllc.com](http://www.mmddevelopmentllc.com)

Jeffrey Bezos, CEO  
Amazon  
2121 7<sup>th</sup> Avenue  
Seattle, WA 98121

Dear Mr. Bezos,

The residents and business community of the City of Newark are excited about the possibility of Amazon coming to our City to build its second North American headquarters. I cannot refrain from telling you that no other City can match what Newark has to offer while acknowledging that Amazon can bring to the people of Newark life changing opportunity by providing plentiful jobs within a wide range of skill needs. I am the owner of M & M Development LLC, a Newark based builder and developer. I have dedicated my career to improve inner city neighborhoods by building exceptional and affordable homes. Knowing that having adequate housing units for the work force is one of Amazon requirements, I am happy to tell you that I am one of the many housing developers that are currently constructing housing units in the City of Newark that range from Affordable to luxury homes. My company, one of the smallest developers among the group currently working in the City, is in the process of building 71 homes. We have the capacity of building 150 units per year if it would be supported by a strong real estate market demand which will be the case if Amazon were to increase its presence in Newark. The cost of land is still low in Newark allowing us to build spacious homes with high end amenities for less than half the price than an equivalent home will demand in the New York City, Hoboken and Jersey City markets. Together with plentiful and superior housing Newark also offers very good access to public transportation, great culture, restaurants, and a diverse and young population which is our greatest asset. I am certain your employees would find this city a wonderful place to work in and live.

We hope you chose Newark and thank you for the consideration.

Sincerely,

  
Maria Yglesias



**PARAMOUNT  
ASSETS**

PARAMOUNT ASSETS, LLC  
142 Broad Street, 2<sup>nd</sup> Floor  
Elizabeth, NJ 07201

Main: 201.858.8500  
Fax: 201.858.4445

[www.ParamountAssets.com](http://www.ParamountAssets.com)

October 11, 2017

Amazon  
Jeff Bezos, CEO  
2121 7th Avenue  
Seattle, WA 98121

RE: Newark RFP Submittal – Amazon's 2<sup>nd</sup> Headquarters

Dear Mr. Bezos,

This letter is written to you to express and convey the wonderful renaissance that has occurred in the City of Newark that has galvanized our commitment to the community as a real estate developer.

We have redeveloped many properties within the downtown by the means of adaptive reuse by converting historically significant structures within the Historic Four Corners District into residential units.

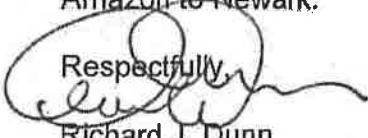
We have completed and have many projects in motion that will provide over 100 moderate to high-end residential apartments in the downtown by the end of 2018. Additionally, we are planning another 100 units, but our plans can change to increase the number of future residential units based upon the prospects of Amazon establishing a headquarters in the City.

It's with great enthusiasm and honor that Paramount Assets recommends to your incredible organization the City of Newark. Your presence in the City will not only validate the renaissance and prove to all that Newark has become a model of success under the stewardship and guidance of Mayor Ras J. Baraka, but reinforce the beliefs and values of Amazon to partner with communities and make a difference for the people.

As a note of interest, we decided to relocate our corporate office to the City since we are believers in its future. We will be moving to our new space in the first quarter of 2018.

I hope that the aforementioned is beneficial to you and your organization for deciding to bring Amazon to Newark.

Respectfully,

  
Richard J. Dunn  
Senior Vice President  
Paramount Assets, LLC



## RPM DEVELOPMENT GROUP

Montclair Office

77 Park Street, Montclair, New Jersey 07042  
p. 973.744.5410 f. 973.744.8277

October 12, 2017

Jeff Bezos, Chief Executive Officer of Amazon  
410 Terry Ave, North  
Seattle, WA 98109

Re: RPM's Residential Developments in Newark

Dear Mr. Bezos,

RPM Development Group ("RPM") has a proud history of development in Newark spanning over 25 years. Since 2000 alone, RPM has developed nearly 1,000 units of high-quality, award-winning market rate and affordable housing. RPM has an active pipeline in Newark that includes 76 units expected to be completed in 2019. On average, RPM has delivered approximately 60 units per year in Newark and it continues to diligently search for new, large-scale development opportunities throughout the City. RPM has the expertise and capacity to expand its pipeline to develop even more housing that would help meet Amazon's housing need for 5,000 employees. If Amazon expressed a direct need for housing, RPM would gladly partner with the company to develop residential communities specifically tailored for its needs.

RPM is also actively developing in the surrounding areas that are accessible to Newark. In Essex County, we've developed and manage nearly 800 units with another 200 units in the pipeline expected to be completed by the end of 2020. In neighboring Hudson County, we've developed and manage 69 units with another 429 units in the pipeline expected to be completed by the end of 2020. RPM's portfolio in both counties are transit accessible to Newark by NJ Transit Bus, Rail, and/or the NJ PATH subway system.

The newest community, 999 Broad, opened in 2016. It is a LEED-certified, 87-unit mixed-income and mixed-use development. The development has 6,500 square feet of retail space housing a daycare center on the ground floor fronting along Broad Street. The amenities include a Wi-Fi enabled resident lounge with a kitchen, a fitness center, and a yoga studio. The units were designed with the latest urban living styles such as open layout kitchens with subway tile backsplashes, quartz countertops, and stainless steel appliances.

Please contact Michael Hong, Assistant VP of Development at (973) 744 - 5410 ext. 182 or [mhong@rpmdev.com](mailto:mhong@rpmdev.com) if you have any questions or would like to discuss further.

Sincerely,

Edward Martoglio  
President  
RPM Development

PJBelo Consulting LLC, 260 Chestnut Street, Newark, NJ 07105

Jeffrey P Bezos  
President and CEO  
Amazon.com, Inc.  
2121 7<sup>th</sup> Avenue  
Seattle, WA 98121

Re: Prospect of Amazon Facility in Newark, New Jersey

Dear Mr. Bezos:

Please permit me to introduce myself: I am the former Chairman and CEO of Millennium Bopbank, a Commercial Bank that was headquartered in Newark, NJ and presently I run a consulting company focused upon advising, structuring and financing Real Estate projects in Newark. In my capacity as consultant to many of Newark's leading developers, I was hoping to share with you current residential development projects in which I am involved:

**Projects in progress to be concluded between May and November of 2018**

⇒ 257 Residential Units

**Projects under assessment by the Zoning and Planning Boards of the City of Newark**

⇒ 71 Residential units

**Projects on the designing phase**

⇒ 720 Residential units

**Sites controlled by related parties available for development should Amazon choose Newark**

⇒ 650 Residential units

In the hope that Amazon will consider the amenities which the City of Newark has to offer including rail, airport, major highways, telecommunication infrastructure and housing opportunities, I would welcome the opportunity to further discuss the details of the Real Estate projects under development or already planned.

I have a strong working relationship with the Mayor and Council of the City and with the attorneys who represent the local developers. I am pleased to assist Amazon in any way I can.

Very truly yours.



Pedro Belo

Cc: Honorable Mayor Ras Baraka  
Honorable Councilman Augusto Amador

# **NJ/NY MSA and New Jersey State Higher Education Degree Data**

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| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 | 101 | 102 | 103 | 104 | 105 | 106 | 107 | 108 | 109 | 110 | 111 | 112 | 113 | 114 | 115 | 116 | 117 | 118 | 119 | 120 | 121 | 122 | 123 | 124 | 125 | 126 | 127 | 128 | 129 | 130 | 131 | 132 | 133 | 134 | 135 | 136 | 137 | 138 | 139 | 140 | 141 | 142 | 143 | 144 | 145 | 146 | 147 | 148 | 149 | 150 | 151 | 152 | 153 | 154 | 155 | 156 | 157 | 158 | 159 | 160 | 161 | 162 | 163 | 164 | 165 | 166 | 167 | 168 | 169 | 170 | 171 | 172 | 173 | 174 | 175 | 176 | 177 | 178 | 179 | 180 | 181 | 182 | 183 | 184 | 185 | 186 | 187 | 188 | 189 | 190 | 191 | 192 | 193 | 194 | 195 | 196 | 197 | 198 | 199 | 200 | 201 | 202 | 203 | 204 | 205 | 206 | 207 | 208 | 209 | 210 | 211 | 212 | 213 | 214 | 215 | 216 | 217 | 218 | 219 | 220 | 221 | 222 | 223 | 224 | 225 | 226 | 227 | 228 | 229 | 230 | 231 | 232 | 233 | 234 | 235 | 236 | 237 | 238 | 239 | 240 | 241 | 242 | 243 | 244 | 245 | 246 | 247 | 248 | 249 | 250 | 251 | 252 | 253 | 254 | 255 | 256 | 257 | 258 | 259 | 260 | 261 | 262 | 263 | 264 | 265 | 266 | 267 | 268 | 269 | 270 | 271 | 272 | 273 | 274 | 275 | 276 | 277 | 278 | 279 | 280 | 281 | 282 | 283 | 284 | 285 | 286 | 287 | 288 | 289 | 290 | 291 | 292 | 293 | 294 | 295 | 296 | 297 | 298 | 299 | 300 | 301 | 302 | 303 | 304 | 305 | 306 | 307 | 308 | 309 | 310 | 311 | 312 | 313 | 314 | 315 | 316 | 317 | 318 | 319 | 320 | 321 | 322 | 323 | 324 | 325 | 326 | 327 | 328 | 329 | 330 | 331 | 332 | 333 | 334 | 335 | 336 | 337 | 338 | 339 | 340 | 341 | 342 | 343 | 344 | 345 | 346 | 347 | 348 | 349 | 350 | 351 | 352 | 353 | 354 | 355 | 356 | 357 | 358 | 359 | 360 | 361 | 362 | 363 | 364 | 365 | 366 | 367 | 368 | 369 | 370 | 371 | 372 | 373 | 374 | 375 | 376 | 377 | 378 | 379 | 380 | 381 | 382 | 383 | 384 | 385 | 386 | 387 | 388 | 389 | 390 | 391 | 392 | 393 | 394 | 395 | 396 | 397 | 398 | 399 | 400 | 401 | 402 | 403 | 404 | 405 | 406 | 407 | 408 | 409 | 410 | 411 | 412 | 413 | 414 | 415 | 416 | 417 | 418 | 419 | 420 | 421 | 422 | 423 | 424 | 425 | 426 | 427 | 428 | 429 | 430 | 431 | 432 | 433 | 434 | 435 | 436 | 437 | 438 | 439 | 440 | 441 | 442 | 443 | 444 | 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 | 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 | 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 | 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 | 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 | 501 | 502 | 503 | 504 | 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 | 517 | 518 | 519 | 520 | 521 | 522 | 523 | 524 | 5 |
|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---|

|     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |
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| 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  | 13  | 14  | 15  | 16  | 17  | 18  | 19  | 20  | 21  | 22  | 23  | 24  | 25  | 26  | 27  | 28  | 29  | 30  | 31  | 32  | 33  | 34  | 35  | 36  | 37  | 38  | 39  | 40  | 41  | 42  | 43  | 44  | 45  | 46  | 47  | 48  | 49  | 50  | 51  | 52  | 53  | 54  | 55  | 56  | 57  | 58  | 59  | 60  | 61  | 62  | 63  | 64  | 65  | 66  | 67  | 68  | 69  | 70  | 71  | 72  | 73  | 74  | 75  | 76  | 77  | 78  | 79  | 80  | 81  | 82  | 83  | 84  | 85  | 86  | 87  | 88  | 89  | 90  | 91  | 92  | 93  | 94  | 95  | 96  | 97  | 98  | 99  | 100 |
| 101 | 102 | 103 | 104 | 105 | 106 | 107 | 108 | 109 | 110 | 111 | 112 | 113 | 114 | 115 | 116 | 117 | 118 | 119 | 120 | 121 | 122 | 123 | 124 | 125 | 126 | 127 | 128 | 129 | 130 | 131 | 132 | 133 | 134 | 135 | 136 | 137 | 138 | 139 | 140 | 141 | 142 | 143 | 144 | 145 | 146 | 147 | 148 | 149 | 150 | 151 | 152 | 153 | 154 | 155 | 156 | 157 | 158 | 159 | 160 | 161 | 162 | 163 | 164 | 165 | 166 | 167 | 168 | 169 | 170 | 171 | 172 | 173 | 174 | 175 | 176 | 177 | 178 | 179 | 180 | 181 | 182 | 183 | 184 | 185 | 186 | 187 | 188 | 189 | 190 | 191 | 192 | 193 | 194 | 195 | 196 | 197 | 198 | 199 | 200 |
| 201 | 202 | 203 | 204 | 205 | 206 | 207 | 208 | 209 | 210 | 211 | 212 | 213 | 214 | 215 | 216 | 217 | 218 | 219 | 220 | 221 | 222 | 223 | 224 | 225 | 226 | 227 | 228 | 229 | 230 | 231 | 232 | 233 | 234 | 235 | 236 | 237 | 238 | 239 | 240 | 241 | 242 | 243 | 244 | 245 | 246 | 247 | 248 | 249 | 250 | 251 | 252 | 253 | 254 | 255 | 256 | 257 | 258 | 259 | 260 | 261 | 262 | 263 | 264 | 265 | 266 | 267 | 268 | 269 | 270 | 271 | 272 | 273 | 274 | 275 | 276 | 277 | 278 | 279 | 280 | 281 | 282 | 283 | 284 | 285 | 286 | 287 | 288 | 289 | 290 | 291 | 292 | 293 | 294 | 295 | 296 | 297 | 298 | 299 | 300 |
| 301 | 302 | 303 | 304 | 305 | 306 | 307 | 308 | 309 | 310 | 311 | 312 | 313 | 314 | 315 | 316 | 317 | 318 | 319 | 320 | 321 | 322 | 323 | 324 | 325 | 326 | 327 | 328 | 329 | 330 | 331 | 332 | 333 | 334 | 335 | 336 | 337 | 338 | 339 | 340 | 341 | 342 | 343 | 344 | 345 | 346 | 347 | 348 | 349 | 350 | 351 | 352 | 353 | 354 | 355 | 356 | 357 | 358 | 359 | 360 | 361 | 362 | 363 | 364 | 365 | 366 | 367 | 368 | 369 | 370 | 371 | 372 | 373 | 374 | 375 | 376 | 377 | 378 | 379 | 380 | 381 | 382 | 383 | 384 | 385 | 386 | 387 | 388 | 389 | 390 | 391 | 392 | 393 | 394 | 395 | 396 | 397 | 398 | 399 | 400 |
| 401 | 402 | 403 | 404 | 405 | 406 | 407 | 408 | 409 | 410 | 411 | 412 | 413 | 414 | 415 | 416 | 417 | 418 | 419 | 420 | 421 | 422 | 423 | 424 | 425 | 426 | 427 | 428 | 429 | 430 | 431 | 432 | 433 | 434 | 435 | 436 | 437 | 438 | 439 | 440 | 441 | 442 | 443 | 444 | 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 | 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 | 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 | 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 | 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 |
| 501 | 502 | 503 | 504 | 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 | 517 | 518 | 519 | 520 | 521 | 5   |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |

## New Jersey/New York City MSA Master's & Doctorate Degrees in Computer Related Programs

[illegible]

## New Jersey/New York MSA Master's & Doctorate Degrees in Computer Related Programs (Pg. 2)

[illegible]

<sup>†</sup>Total number of graduates in 2003/7



New Jersey/New York City MSA Master's & Doctorate Degrees in Non-Computer Related Programs

|      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1    | 2    | 3    | 4    | 5    | 6    | 7    | 8    | 9    | 10   | 11   | 12   | 13   | 14   | 15   | 16   | 17   | 18   | 19   | 20   | 21   | 22   | 23   | 24   | 25   | 26   | 27   | 28   | 29   | 30   | 31   | 32   | 33   | 34   | 35   | 36   | 37   | 38   | 39   | 40   | 41   | 42   | 43   | 44   | 45   | 46   | 47   | 48   | 49   | 50   | 51   | 52   | 53   | 54   | 55   | 56   | 57   | 58   | 59   | 60   | 61   | 62   | 63   | 64   | 65   | 66   | 67   | 68   | 69   | 70   | 71   | 72   | 73   | 74   | 75   | 76   | 77   | 78   | 79   | 80   | 81   | 82   | 83   | 84   | 85   | 86   | 87   | 88   | 89   | 90   | 91   | 92   | 93   | 94   | 95   | 96   | 97   | 98   | 99   | 100  |
| 101  | 102  | 103  | 104  | 105  | 106  | 107  | 108  | 109  | 110  | 111  | 112  | 113  | 114  | 115  | 116  | 117  | 118  | 119  | 120  | 121  | 122  | 123  | 124  | 125  | 126  | 127  | 128  | 129  | 130  | 131  | 132  | 133  | 134  | 135  | 136  | 137  | 138  | 139  | 140  | 141  | 142  | 143  | 144  | 145  | 146  | 147  | 148  | 149  | 150  | 151  | 152  | 153  | 154  | 155  | 156  | 157  | 158  | 159  | 160  | 161  | 162  | 163  | 164  | 165  | 166  | 167  | 168  | 169  | 170  | 171  | 172  | 173  | 174  | 175  | 176  | 177  | 178  | 179  | 180  | 181  | 182  | 183  | 184  | 185  | 186  | 187  | 188  | 189  | 190  | 191  | 192  | 193  | 194  | 195  | 196  | 197  | 198  | 199  | 200  |
| 201  | 202  | 203  | 204  | 205  | 206  | 207  | 208  | 209  | 210  | 211  | 212  | 213  | 214  | 215  | 216  | 217  | 218  | 219  | 220  | 221  | 222  | 223  | 224  | 225  | 226  | 227  | 228  | 229  | 230  | 231  | 232  | 233  | 234  | 235  | 236  | 237  | 238  | 239  | 240  | 241  | 242  | 243  | 244  | 245  | 246  | 247  | 248  | 249  | 250  | 251  | 252  | 253  | 254  | 255  | 256  | 257  | 258  | 259  | 260  | 261  | 262  | 263  | 264  | 265  | 266  | 267  | 268  | 269  | 270  | 271  | 272  | 273  | 274  | 275  | 276  | 277  | 278  | 279  | 280  | 281  | 282  | 283  | 284  | 285  | 286  | 287  | 288  | 289  | 290  | 291  | 292  | 293  | 294  | 295  | 296  | 297  | 298  | 299  | 300  |
| 301  | 302  | 303  | 304  | 305  | 306  | 307  | 308  | 309  | 310  | 311  | 312  | 313  | 314  | 315  | 316  | 317  | 318  | 319  | 320  | 321  | 322  | 323  | 324  | 325  | 326  | 327  | 328  | 329  | 330  | 331  | 332  | 333  | 334  | 335  | 336  | 337  | 338  | 339  | 340  | 341  | 342  | 343  | 344  | 345  | 346  | 347  | 348  | 349  | 350  | 351  | 352  | 353  | 354  | 355  | 356  | 357  | 358  | 359  | 360  | 361  | 362  | 363  | 364  | 365  | 366  | 367  | 368  | 369  | 370  | 371  | 372  | 373  | 374  | 375  | 376  | 377  | 378  | 379  | 380  | 381  | 382  | 383  | 384  | 385  | 386  | 387  | 388  | 389  | 390  | 391  | 392  | 393  | 394  | 395  | 396  | 397  | 398  | 399  | 400  |
| 401  | 402  | 403  | 404  | 405  | 406  | 407  | 408  | 409  | 410  | 411  | 412  | 413  | 414  | 415  | 416  | 417  | 418  | 419  | 420  | 421  | 422  | 423  | 424  | 425  | 426  | 427  | 428  | 429  | 430  | 431  | 432  | 433  | 434  | 435  | 436  | 437  | 438  | 439  | 440  | 441  | 442  | 443  | 444  | 445  | 446  | 447  | 448  | 449  | 450  | 451  | 452  | 453  | 454  | 455  | 456  | 457  | 458  | 459  | 460  | 461  | 462  | 463  | 464  | 465  | 466  | 467  | 468  | 469  | 470  | 471  | 472  | 473  | 474  | 475  | 476  | 477  | 478  | 479  | 480  | 481  | 482  | 483  | 484  | 485  | 486  | 487  | 488  | 489  | 490  | 491  | 492  | 493  | 494  | 495  | 496  | 497  | 498  | 499  | 500  |
| 501  | 502  | 503  | 504  | 505  | 506  | 507  | 508  | 509  | 510  | 511  | 512  | 513  | 514  | 515  | 516  | 517  | 518  | 519  | 520  | 521  | 522  | 523  | 524  | 525  | 526  | 527  | 528  | 529  | 530  | 531  | 532  | 533  | 534  | 535  | 536  | 537  | 538  | 539  | 540  | 541  | 542  | 543  | 544  | 545  | 546  | 547  | 548  | 549  | 550  | 551  | 552  | 553  | 554  | 555  | 556  | 557  | 558  | 559  | 560  | 561  | 562  | 563  | 564  | 565  | 566  | 567  | 568  | 569  | 570  | 571  | 572  | 573  | 574  | 575  | 576  | 577  | 578  | 579  | 580  | 581  | 582  | 583  | 584  | 585  | 586  | 587  | 588  | 589  | 590  | 591  | 592  | 593  | 594  | 595  | 596  | 597  | 598  | 599  | 600  |
| 601  | 602  | 603  | 604  | 605  | 606  | 607  | 608  | 609  | 610  | 611  | 612  | 613  | 614  | 615  | 616  | 617  | 618  | 619  | 620  | 621  | 622  | 623  | 624  | 625  | 626  | 627  | 628  | 629  | 630  | 631  | 632  | 633  | 634  | 635  | 636  | 637  | 638  | 639  | 640  | 641  | 642  | 643  | 644  | 645  | 646  | 647  | 648  | 649  | 650  | 651  | 652  | 653  | 654  | 655  | 656  | 657  | 658  | 659  | 660  | 661  | 662  | 663  | 664  | 665  | 666  | 667  | 668  | 669  | 670  | 671  | 672  | 673  | 674  | 675  | 676  | 677  | 678  | 679  | 680  | 681  | 682  | 683  | 684  | 685  | 686  | 687  | 688  | 689  | 690  | 691  | 692  | 693  | 694  | 695  | 696  | 697  | 698  | 699  | 700  |
| 701  | 702  | 703  | 704  | 705  | 706  | 707  | 708  | 709  | 710  | 711  | 712  | 713  | 714  | 715  | 716  | 717  | 718  | 719  | 720  | 721  | 722  | 723  | 724  | 725  | 726  | 727  | 728  | 729  | 730  | 731  | 732  | 733  | 734  | 735  | 736  | 737  | 738  | 739  | 740  | 741  | 742  | 743  | 744  | 745  | 746  | 747  | 748  | 749  | 750  | 751  | 752  | 753  | 754  | 755  | 756  | 757  | 758  | 759  | 760  | 761  | 762  | 763  | 764  | 765  | 766  | 767  | 768  | 769  | 770  | 771  | 772  | 773  | 774  | 775  | 776  | 777  | 778  | 779  | 780  | 781  | 782  | 783  | 784  | 785  | 786  | 787  | 788  | 789  | 790  | 791  | 792  | 793  | 794  | 795  | 796  | 797  | 798  | 799  | 800  |
| 801  | 802  | 803  | 804  | 805  | 806  | 807  | 808  | 809  | 810  | 811  | 812  | 813  | 814  | 815  | 816  | 817  | 818  | 819  | 820  | 821  | 822  | 823  | 824  | 825  | 826  | 827  | 828  | 829  | 830  | 831  | 832  | 833  | 834  | 835  | 836  | 837  | 838  | 839  | 840  | 841  | 842  | 843  | 844  | 845  | 846  | 847  | 848  | 849  | 850  | 851  | 852  | 853  | 854  | 855  | 856  | 857  | 858  | 859  | 860  | 861  | 862  | 863  | 864  | 865  | 866  | 867  | 868  | 869  | 870  | 871  | 872  | 873  | 874  | 875  | 876  | 877  | 878  | 879  | 880  | 881  | 882  | 883  | 884  | 885  | 886  | 887  | 888  | 889  | 890  | 891  | 892  | 893  | 894  | 895  | 896  | 897  | 898  | 899  | 900  |
| 901  | 902  | 903  | 904  | 905  | 906  | 907  | 908  | 909  | 910  | 911  | 912  | 913  | 914  | 915  | 916  | 917  | 918  | 919  | 920  | 921  | 922  | 923  | 924  | 925  | 926  | 927  | 928  | 929  | 930  | 931  | 932  | 933  | 934  | 935  | 936  | 937  | 938  | 939  | 940  | 941  | 942  | 943  | 944  | 945  | 946  | 947  | 948  | 949  | 950  | 951  | 952  | 953  | 954  | 955  | 956  | 957  | 958  | 959  | 960  | 961  | 962  | 963  | 964  | 965  | 966  | 967  | 968  | 969  | 970  | 971  | 972  | 973  | 974  | 975  | 976  | 977  | 978  | 979  | 980  | 981  | 982  | 983  | 984  | 985  | 986  | 987  | 988  | 989  | 990  | 991  | 992  | 993  | 994  | 995  | 996  | 997  | 998  | 999  | 1000 |
| 1001 | 1002 | 1003 | 1004 | 1005 | 1006 | 1007 | 1008 | 1009 | 1010 | 1011 | 1012 | 1013 | 1014 | 1015 | 1016 | 1017 | 1018 | 1019 | 1020 | 1021 | 1022 | 1023 | 1024 | 1025 | 1026 | 1027 | 1028 | 1029 | 1030 | 1031 | 1032 | 1033 | 1034 | 1035 | 1036 | 1037 | 1038 | 1039 | 1040 | 1041 | 1042 | 1043 | 1044 | 1045 | 1046 | 1047 | 1048 | 1049 | 1050 | 1051 | 1052 | 1053 | 1054 | 1055 | 1056 | 1057 | 1058 | 1059 | 1060 | 1061 | 1062 | 1063 | 1064 | 1065 | 1066 | 1067 | 1068 | 1069 | 1070 | 1071 | 1072 | 1073 | 1074 | 1075 | 1076 | 1077 | 1078 | 1079 | 1080 | 1081 | 1082 | 1083 | 1084 | 1085 | 1086 | 1087 | 1088 | 1089 | 1090 | 1091 | 1092 | 1093 | 1094 | 1095 | 1096 | 1097 | 1098 | 1099 | 1100 |
| 1101 | 1102 | 1103 | 1104 | 1105 | 1106 | 1107 | 1108 | 1109 | 1110 | 1111 | 1112 | 1113 | 1114 | 1115 | 1116 | 1117 | 1118 | 1119 | 1120 | 1121 | 1122 | 1123 | 1124 | 1125 | 1126 | 1127 | 1128 | 1129 | 1130 | 1131 | 1132 | 1133 | 1134 | 1135 | 1136 | 1137 | 1138 | 1139 | 1140 | 1141 | 1142 | 1143 | 1144 | 1145 | 1146 | 1147 | 1148 | 1149 | 1150 | 1151 | 1152 | 1153 | 1154 | 1155 | 1156 | 1157 | 1158 | 1159 | 1160 | 1161 | 1162 | 1163 | 1164 | 1165 | 1166 | 1167 | 1168 | 1169 | 1170 | 1171 | 1172 | 1173 | 1174 | 1175 | 1176 | 1177 | 1178 | 1179 | 1180 | 1181 | 1182 | 1183 | 1184 | 1185 | 1186 | 1187 | 1188 | 1189 | 1190 | 1191 | 1192 | 1193 | 1194 | 1195 | 1196 | 1197 | 1198 | 1199 | 1200 |
| 1201 | 1202 | 1203 | 1204 | 1205 | 1206 | 1207 | 1208 | 1209 | 1210 | 1211 | 1212 | 1213 | 1214 | 1215 | 1216 | 1217 | 1218 | 1219 | 1220 | 1221 | 1222 | 1223 | 1224 | 1225 | 1226 | 1227 | 1228 | 1229 | 1230 | 1231 | 1232 | 1233 | 1234 | 1235 | 1236 | 1237 | 1238 | 1239 | 1240 | 1241 | 1242 | 1243 | 1244 | 1245 | 1246 | 1247 | 1248 | 1249 | 1250 | 1251 | 1252 | 1253 | 1254 | 1255 | 1256 | 1257 | 1258 | 1259 | 1260 | 1261 | 1262 | 1263 | 1264 | 1265 | 1266 | 1267 | 1268 | 1269 | 1270 | 1271 | 1272 | 1273 | 1274 | 1275 | 1276 | 1277 | 1278 | 1279 | 1280 | 1281 | 1282 | 1283 | 1284 | 1285 | 1286 | 1287 | 1288 | 1289 | 1290 | 1291 | 1292 | 1293 | 1294 | 1295 | 1296 | 1297 | 1298 | 1299 | 1300 |
| 1301 | 1302 | 1303 | 1304 | 1305 | 1306 | 1307 | 1308 | 1309 | 1310 | 1311 | 1312 | 1313 | 1314 | 1315 | 1316 | 1317 | 1318 | 1319 | 1320 | 1321 | 1322 | 1323 | 1324 | 1325 | 1326 | 1327 | 1328 | 1329 | 1330 | 1331 | 1332 | 1333 | 1334 | 1335 | 1336 | 1337 | 1338 | 1339 | 1340 | 1341 | 1342 | 1343 | 1344 | 1345 | 1346 | 1347 | 1348 | 1349 | 1350 | 1351 | 1352 | 1353 | 1354 | 1355 | 1356 | 1357 | 1358 | 1359 | 1360 | 1361 | 1362 | 1363 | 1364 | 1365 | 1366 | 1367 | 1368 | 1369 | 1370 | 1371 | 1372 | 1373 | 1374 | 1375 | 1376 | 1377 | 1378 | 1379 | 1380 | 1381 | 1382 | 1383 | 1384 | 1385 | 1386 | 1387 | 1388 | 1389 | 1390 | 1391 | 1392 | 1393 | 1394 | 1395 | 1396 | 1397 | 1398 | 1399 | 1400 |
| 1401 | 1402 | 1403 | 1404 | 1405 | 1406 | 1407 | 1408 | 1409 | 1410 | 1411 | 1412 | 1413 | 1414 | 1415 | 1416 | 1417 | 1418 | 1419 | 1420 | 1421 | 1422 | 1423 | 1424 | 1425 | 1426 | 1427 | 1428 | 1429 | 1430 | 1431 | 1432 | 1433 | 1434 | 1435 | 1436 | 1437 | 1438 | 1439 | 1440 | 1441 | 1442 | 1443 | 1444 | 1445 | 1446 | 1447 | 1448 | 1449 | 1450 | 1451 | 1452 | 1453 | 1454 | 1455 | 1456 | 1457 | 1458 | 1459 | 1460 | 1461 | 1462 | 1463 | 1464 | 1465 | 1466 | 1467 | 1468 | 1469 | 1470 | 1471 | 1472 | 1473 | 1474 | 1475 | 1476 | 1477 | 1478 | 1479 | 1480 | 1481 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |



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## New Jersey Associate's Degree Computer Related Programs (Pg. 2)

|      |   |    |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     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    |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     |     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## New Jersey Associate's Degree Non-Computer Related Programs

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## New Jersey Bachelor's Degree Computer Related Programs (Pg. 2)

[illegible]

## New Jersey Bachelor's Degree Non-Computer Related Programs

|  |  | New Jersey<br>Department of<br>Education<br>(NJDOE) | University<br>of the State of<br>New Jersey<br>(USNJ) | State College of<br>New Jersey<br>(SCNJ) | County College of<br>New Jersey<br>(CCNJ) | Atlantic Cape<br>Community College<br>(ACCC) | Camden<br>County College<br>(CCC) | Essex County College<br>(ECC) | Gloucester County College<br>(GCC) | Hudson County College<br>(HCC) | Monmouth Community College<br>(MCC) | North Jersey Community College<br>(NJCC) | Passaic County Community College<br>(PCCC) | Princeton University<br>(PU) | Rutgers University<br>(RU) | Salem State University<br>(SSU) | Seton Hall University<br>(SHU) | St. Peter's University<br>(SPU) | Thomas Edison State University<br>(TESU) | Union County College<br>(UCC) | University of<br>Delaware<br>(UD) | University of<br>Maryland<br>(UM) | University of<br>Pennsylvania<br>(UPenn) | University of<br>Virginia<br>(UVa) | University of<br>Wisconsin<br>(UW) | University of<br>Washington<br>(UWash) | University of<br>California<br>(UC) | University of<br>Texas<br>(UT) | University of<br>Illinois<br>(UI) | University of<br>Michigan<br>(UMich) | University of<br>Minnesota<br>(UMinn) | University of<br>Colorado<br>(UCol) | University of<br>Arizona<br>(UA) | University of<br>New Mexico<br>(UNM) | University of<br>Nevada<br>(UNV) | University of<br>Idaho<br>(UIde) | University of<br>Montana<br>(UMont) | University of<br>Wyoming<br>(UWyo) | University of<br>Alaska<br>(UAlaska) | University of<br>Hawaii<br>(UH) | University of<br>Oregon<br>(UOre) | University of<br>Georgia<br>(UGA) | University of<br>Florida<br>(UF) | University of<br>Alabama<br>(UA) | University of<br>Louisiana<br>(UL) | University of<br>Mississippi<br>(UMiss) | University of<br>Arkansas<br>(UAR) | University of<br>Oklahoma<br>(OU) | University of<br>Kansas<br>(UKan) | University of<br>Nebraska<br>(UNeb) | University of<br>South Dakota<br>(USD) | University of<br>North Dakota<br>(UND) | University of<br>South Carolina<br>(USC) | University of<br>Tennessee<br>(UTenn) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at<br>Tombigbee<br>(UATom) | University of<br>Alabama at<br>Vestavia Hills<br>(UAVH) | University of<br>Alabama at<br>Wetumpka<br>(UAW) | University of<br>Alabama at<br>Yulee<br>(UAY) | University of<br>Alabama at<br>Zephyrhills<br>(UAZ) | University of<br>Alabama at<br>Auburn<br>(UAub) | University of<br>Alabama at<br>Birmingham<br>(UAB) | University of<br>Alabama at<br>Montgomery<br>(UAM) | University of<br>Alabama at<br>Tuscaloosa<br>(UAT) | University of<br>Alabama at<br>Fayetteville<br>(UAF) | University of<br>Alabama at<br>Huntsville<br>(UAH) | University of<br>Alabama at<br>Mobile<br>(UAMob) | University of<br>Alabama at<br>Dothan<br>(UAD) | University of<br>Alabama at<br>Gadsden<br>(UAG) | University of<br>Alabama at<br>Cullman<br>(UAC) | University of<br>Alabama at<br>Etowah<br>(UAE) | University of<br>Alabama at<br>Jasper<br>(UAJ) | University of<br>Alabama at<br>Lafayette<br>(UAL) | University of<br>Alabama at<br>Lawrenceville<br>(UALaw) | University of<br>Alabama at<br>Milledgeville<br>(UAMil) | University of<br>Alabama at<br>Opelika<br>(UAOp) | University of<br>Alabama at<br>Prichard<br>(UAP) | University of<br>Alabama at<br>Selma<br>(UAS) | University of<br>Alabama at |
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## New Jersey Master's & Doctorate Degree Computer Related Programs

| Year | Computer Programs & Occupations                      | Award Level | New Jersey-All Schools (JA) | Fairleigh Dickinson University-Metropolitan Campus (14446B) | Rutgers University-Camden (146371) | New Jersey Institute of Technology (145824) | Piscataway University (146331) | Rutgers University-New Brunswick (146330) | Rutgers University-Newark (146339) | Saint Peter's University (146321) | Stevens Institute of Technology (146376) | Stetson University (146376) |
|------|--|-------------|-----------------------------|---|------------------------------------|---|--------------------------------|---|------------------------------------|-----------------------------------|--|-----------------------------|
| 2014 | Computer and Information Sciences, General (11.0101) | Master's    | 194                         | n/a   | n/a                                | 8   | 14                             | 61  | 90                                 | n/a                               | n/a                                      | n/a                         |
| 2014 | Computer and Information Sciences, General (11.0101) | Doctorate   | 22                          | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 16                                 | n/a                               | n/a                                      | n/a                         |
| 2015 | Computer and Information Sciences, General (11.0101) | Master's    | 245                         | n/a   | n/a                                | 3   | 23                             | 52  | 127                                | n/a                               | n/a                                      | n/a                         |
| 2015 | Computer and Information Sciences, General (11.0101) | Doctorate   | 26                          | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 9                                  | n/a                               | n/a                                      | n/a                         |
| 2016 | Computer and Information Sciences, General (11.0101) | Master's    | 974                         | n/a   | n/a                                | 7   | 37                             | 47  | 218                                | n/a                               | n/a                                      | n/a                         |
| 2016 | Computer and Information Sciences, General (11.0101) | Doctorate   | 23                          | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 8                                  | n/a                               | n/a                                      | n/a                         |
| 2017 | Computer and Information Sciences, General (11.0101) | Master's    | 462                         | n/a   | n/a                                | n/a   | n/a                            | 51  | 290                                | n/a                               | n/a                                      | n/a                         |
| 2017 | Computer and Information Sciences, General (11.0101) | Doctorate   | 21                          | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 8                                  | n/a                               | n/a                                      | n/a                         |
| 2018 | Information Technology (11.0103)                     | Master's    | 209                         | n/a   | n/a                                | n/a   | n/a                            | 27  | 22                                 | n/a                               | n/a                                      | n/a                         |
| 2018 | Information Technology (11.0103)                     | Doctorate   | 2                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | n/a                                | n/a                               | n/a                                      | n/a                         |
| 2019 | Information Technology (11.0103)                     | Master's    | 226                         | n/a   | n/a                                | n/a   | n/a                            | 40  | 31                                 | n/a                               | n/a                                      | n/a                         |
| 2019 | Information Technology (11.0103)                     | Doctorate   | 267                         | n/a   | n/a                                | n/a   | n/a                            | 43  | 20                                 | n/a                               | n/a                                      | n/a                         |
| 2020 | Information Technology (11.0103)                     | Master's    | 68                          | n/a   | n/a                                | n/a   | n/a                            | 41  | 27                                 | n/a                               | n/a                                      | n/a                         |
| 2020 | Information Technology (11.0103)                     | Doctorate   | 5                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 5                                  | n/a                               | n/a                                      | n/a                         |
| 2021 | Computer and Information Sciences, Other (11.0109)   | Master's    | 8                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 3                                  | n/a                               | n/a                                      | n/a                         |
| 2021 | Computer and Information Sciences, Other (11.0109)   | Doctorate   | 3                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 3                                  | n/a                               | n/a                                      | n/a                         |
| 2022 | Information Technology (11.0103)                     | Master's    | 114                         | 5   | n/a                                | n/a   | n/a                            | n/a                                       | 165                                | n/a                               | n/a                                      | n/a                         |
| 2022 | Information Technology (11.0103)                     | Doctorate   | 2                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 2                                  | n/a                               | n/a                                      | n/a                         |
| 2023 | Information Technology (11.0103)                     | Master's    | 155                         | 12  | n/a                                | n/a   | n/a                            | n/a                                       | 119                                | n/a                               | n/a                                      | n/a                         |
| 2023 | Information Technology (11.0103)                     | Doctorate   | 4                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 4                                  | n/a                               | n/a                                      | n/a                         |
| 2024 | Information Technology (11.0103)                     | Master's    | 187                         | 16  | n/a                                | n/a   | n/a                            | n/a                                       | 137                                | n/a                               | n/a                                      | n/a                         |
| 2024 | Information Technology (11.0103)                     | Doctorate   | 3                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 3                                  | n/a                               | n/a                                      | n/a                         |
| 2025 | Information Technology (11.0103)                     | Master's    | 178                         | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 178                                | n/a                               | n/a                                      | n/a                         |
| 2025 | Information Technology (11.0103)                     | Doctorate   | 1                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | 1                                  | n/a                               | n/a                                      | n/a                         |
| 2026 | Information Technology (11.0103)                     | Master's    | 181                         | 17  | 1                                  | 13  | n/a                            | n/a                                       | 4                                  | n/a                               | n/a                                      | n/a                         |
| 2026 | Information Technology (11.0103)                     | Doctorate   | 3                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | n/a                                | n/a                               | n/a                                      | n/a                         |
| 2027 | Information Technology (11.0103)                     | Master's    | 293                         | 22  | 5                                  | 14  | n/a                            | n/a                                       | n/a                                | n/a                               | n/a                                      | n/a                         |
| 2027 | Information Technology (11.0103)                     | Doctorate   | 3                           | n/a   | n/a                                | n/a   | n/a                            | n/a                                       | n/a                                | n/a                               | n/a                                      | n/a                         |
| 2028 | Information Technology (11.0103)                     | Master's    | 468                         | 250   | 5                                  | 14  | n/a                            | n/a                                       | n/a                                | n/a                               | n/a                                      | n/a                         |

# New Jersey Master's & Doctorate Degree Computer Related Programs (Pg. 2)

| Year | Program | Degree | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | 62 | 63 | 64 | 65 | 66 | 67 | 68 | 69 | 70 | 71 | 72 | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 100 | 101 | 102 | 103 | 104 | 105 | 106 | 107 | 108 | 109 | 110 | 111 | 112 | 113 | 114 | 115 | 116 | 117 | 118 | 119 | 120 | 121 | 122 | 123 | 124 | 125 | 126 | 127 | 128 | 129 | 130 | 131 | 132 | 133 | 134 | 135 | 136 | 137 | 138 | 139 | 140 | 141 | 142 | 143 | 144 | 145 | 146 | 147 | 148 | 149 | 150 | 151 | 152 | 153 | 154 | 155 | 156 | 157 | 158 | 159 | 160 | 161 | 162 | 163 | 164 | 165 | 166 | 167 | 168 | 169 | 170 | 171 | 172 | 173 | 174 | 175 | 176 | 177 | 178 | 179 | 180 | 181 | 182 | 183 | 184 | 185 | 186 | 187 | 188 | 189 | 190 | 191 | 192 | 193 | 194 | 195 | 196 | 197 | 198 | 199 | 200 | 201 | 202 | 203 | 204 | 205 | 206 | 207 | 208 | 209 | 210 | 211 | 212 | 213 | 214 | 215 | 216 | 217 | 218 | 219 | 220 | 221 | 222 | 223 | 224 | 225 | 226 | 227 | 228 | 229 | 230 | 231 | 232 | 233 | 234 | 235 | 236 | 237 | 238 | 239 | 240 | 241 | 242 | 243 | 244 | 245 | 246 | 247 | 248 | 249 | 250 | 251 | 252 | 253 | 254 | 255 | 256 | 257 | 258 | 259 | 260 | 261 | 262 | 263 | 264 | 265 | 266 | 267 | 268 | 269 | 270 | 271 | 272 | 273 | 274 | 275 | 276 | 277 | 278 | 279 | 280 | 281 | 282 | 283 | 284 | 285 | 286 | 287 | 288 | 289 | 290 | 291 | 292 | 293 | 294 | 295 | 296 | 297 | 298 | 299 | 300 | 301 | 302 | 303 | 304 | 305 | 306 | 307 | 308 | 309 | 310 | 311 | 312 | 313 | 314 | 315 | 316 | 317 | 318 | 319 | 320 | 321 | 322 | 323 | 324 | 325 | 326 | 327 | 328 | 329 | 330 | 331 | 332 | 333 | 334 | 335 | 336 | 337 | 338 | 339 | 340 | 341 | 342 | 343 | 344 | 345 | 346 | 347 | 348 | 349 | 350 | 351 | 352 | 353 | 354 | 355 | 356 | 357 | 358 | 359 | 360 | 361 | 362 | 363 | 364 | 365 | 366 | 367 | 368 | 369 | 370 | 371 | 372 | 373 | 374 | 375 | 376 | 377 | 378 | 379 | 380 | 381 | 382 | 383 | 384 | 385 | 386 | 387 | 388 | 389 | 390 | 391 | 392 | 393 | 394 | 395 | 396 | 397 | 398 | 399 | 400 | 401 | 402 | 403 | 404 | 405 | 406 | 407 | 408 | 409 | 410 | 411 | 412 | 413 | 414 | 415 | 416 | 417 | 418 | 419 | 420 | 421 | 422 | 423 | 424 | 425 | 426 | 427 | 428 | 429 | 430 | 431 | 432 | 433 | 434 | 435 | 436 | 437 | 438 | 439 | 440 | 441 | 442 | 443 | 444 | 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 | 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 | 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 | 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 | 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 | 501 | 502 | 503 | 504 | 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 | 517 | 518 | 519 | 520 | 521 | 522 | 523 | 524 | 525 | 526 | 527 | 528 | 529 | 530 | 531 | 532 | 533 | 534 | 535 | 536 | 537 | 538 | 539 | 540 | 541 | 542 | 543 | 544 | 545 | 546 | 547 | 548 | 549 | 550 | 551 | 552 | 553 | 554 | 555 | 556 | 557 | 558 | 559 | 560 | 561 | 562 | 563 | 564 | 565 | 566 | 567 | 568 | 569 | 570 | 571 | 572 | 573 | 574 | 575 | 576 | 577 | 578 | 579 | 580 | 581 | 582 | 583 | 584 | 585 | 586 | 587 | 588 | 589 | 590 | 591 | 592 | 593 | 594 | 595 | 596 | 597 | 598 | 599 | 600 | 601 | 602 | 603 | 604 | 605 | 606 | 607 | 608 | 609 | 610 | 611 | 612 | 613 | 614 | 615 | 616 | 617 | 618 | 619 | 620 | 621 | 622 | 623 | 624 | 625 | 626 | 627 | 628 | 629 | 630 | 631 | 632 | 633 | 634 | 635 | 636 | 637 | 638 | 639 | 640 | 641 | 642 | 643 | 644 | 645 | 646 | 647 | 648 | 649 | 650 | 651 | 652 | 653 | 654 | 655 | 656 | 657 | 658 | 659 | 660 | 661 | 662 | 663 | 664 | 665 | 666 | 667 | 668 | 669 | 670 | 671 | 672 | 673 | 674 | 675 | 676 | 677 | 678 | 679 | 680 | 681 | 682 | 683 | 684 | 685 | 686 | 687 | 688 | 689 | 690 | 691 | 692 | 693 | 694 | 695 | 696 | 697 | 698 | 699 | 700 | 701 | 702 | 703 | 704 | 705 | 706 | 707 | 708 | 709 | 710 | 711 | 712 | 713 | 714 | 715 | 716 | 717 | 718 | 719 | 720 | 721 | 722 | 723 | 724 | 725 | 726 | 727 | 728 | 729 | 730 | 731 | 732 | 733 | 734 | 735 | 736 | 737 | 738 | 739 | 740 | 741 | 742 | 743 | 744 | 745 | 746 | 747 | 748 | 749 | 750 | 751 | 752 | 753 | 754 | 755 | 756 | 757 | 758 | 759 | 760 | 761 | 762 | 763 | 764 | 765 | 766 | 767 | 768 | 769 | 770 | 771 | 772 | 773 | 774 | 775 | 776 | 777 | 778 | 779 | 780 | 781 | 782 | 783 | 784 | 785 | 786 | 787 | 788 | 789 | 790 | 791 | 792 | 793 | 794 | 795 | 796 | 797 | 798 | 799 | 800 | 801 | 802 | 803 | 804 | 805 | 806 | 807 | 808 | 809 | 810 | 811 | 812 | 813 | 814 | 815 | 816 | 817 | 818 | 819 | 820 | 821 | 822 | 823 | 824 | 825 | 826 | 827 | 828 | 829 | 830 | 831 | 832 | 833 | 834 | 835 | 836 | 837 | 838 | 839 | 840 | 841 | 842 | 843 | 844 | 845 | 846 | 847 | 848 | 849 | 850 | 851 | 852 | 853 | 854 | 855 | 856 | 857 | 858 | 859 | 860 | 861 | 862 | 863 | 864 | 865 | 866 | 867 | 868 | 869 | 870 | 871 | 872 | 873 | 874 | 875 | 876 | 877 | 878 | 879 | 880 | 881 | 882 | 883 | 884 | 885 | 886 | 887 | 888 | 889 | 890 | 891 | 892 | 893 | 894 | 895 | 896 | 897 | 898 | 899 | 900 | 901 | 902 | 903 | 904 | 905 | 906 | 907 | 908 | 909 | 910 | 911 | 912 | 913 | 914 | 915 | 916 | 917 | 918 | 919 | 920 | 921 | 922 | 923 | 924 | 925 | 926 | 927 | 928 | 929 | 930 | 931 | 932 | 933 | 934 | 935 | 936 | 937 | 938 | 939 | 940 | 941 | 942 | 943 | 944 | 945 | 946 | 947 | 948 | 949 | 950 | 951 | 952 | 953 | 954 | 955 | 956 | 957 | 958 | 959 | 960 | 961 | 962 | 963 | 964 | 965 | 966 | 967 | 968 | 969 | 970 | 971 | 972 | 973 | 974 | 975 | 976 | 977 | 978 | 979 | 980 | 981 | 982 | 983 | 984 | 985 | 986 | 987 | 988 | 989 | 990 | 991 | 992 | 993 | 994 | 995 | 996 | 997 | 998 | 999 | 1000 | 1001 | 1002 | 1003 | 1004 | 1005 | 1006 | 1007 | 1008 | 1009 | 1010 | 1011 | 1012 | 1013 | 1014 | 1015 | 1016 | 1017 | 1018 | 1019 | 1020 | 1021 | 1022 | 1023 | 1024 | 1025 | 1026 | 1027 | 1028 | 1029 | 1030 | 1031 | 1032 | 1033 | 1034 | 1035 | 1036 | 1037 | 1038 | 1039 | 1040 | 1041 | 1042 | 1043 | 1044 | 1045 | 1046 | 1047 | 1048 | 1049 | 1050 | 1051 | 1052 | 1053 | 1054 | 1055 | 1056 | 1057 | 1058 | 1059 | 1060 | 1061 | 1062 | 1063 | 1064 | 1065 | 1066 | 1067 | 1068 | 1069 | 1070 | 1071 | 1072 | 1073 | 1074 | 1075 | 1076 | 1077 | 1078 | 1079 | 1080 | 1081 | 1082 | 1083 | 1084 | 1085 | 1086 | 1087 | 1088 | 1089 | 1090 | 1091 | 1092 | 1093 | 1094 | 1095 | 1096 | 1097 | 1098 | 1099 | 1100 | 1101 | 1102 | 1103 | 1104 | 1105 | 1106 | 1107 | 1108 | 1109 | 1110 | 1111 | 1112 | 1113 | 1114 | 1115 | 1116 | 1117 | 1118 | 1119 | 1120 | 1121 | 1122 | 1123 | 1124 | 1125 | 1126 | 1127 | 1128 | 1129 | 1130 | 1131 | 1132 | 1133 | 1134 | 1135 | 1136 | 1137 | 1138 | 1139 | 1140 | 1141 | 1142 | 1143 | 1144 | 1145 | 1146 | 1147 | 1148 | 1149 | 1150 | 1151 | 1152 | 1153 | 1154 | 1155 | 1156 | 1157 | 1158 | 1159 | 1160 | 1161 | 1162 | 1163 | 1164 | 1165 | 1166 | 1167 | 1168 | 1169 | 1170 | 1171 | 1172 | 1173 | 1174 | 1175 | 1176 | 1177 | 1178 | 1179 | 1180 | 1181 | 1182 | 1183 | 1184 | 1185 | 1186 | 1187 | 1188 | 1189 | 1190 | 1191 | 1192 | 1193 | 1194 | 1195 | 1196 | 1197 | 1198 | 1199 | 1200 | 1201 | 1202 | 1203 | 1204 | 1205 | 1206 | 1207 | 1208 | 1209 | 1210 | 1211 | 1212 | 1213 | 1214 | 1215 | 1216 | 1217 | 1218 | 1219 | 1220 | 1221 | 1222 | 1223 | 1224 | 1225 | 1226 | 1227 | 1228 | 1229 | 1230 | 1231 | 1232 | 1233 | 1234 | 1235 | 1236 | 1237 | 1238 | 1239 | 1240 | 1241 | 1242 | 1243 | 1244 | 1245 | 1246 | 1247 | 1248 | 1249 | 1250 | 1251 | 1252 | 1253 | 1254 | 1255 | 1256 | 1257 | 1258 | 1259 | 1260 | 1261 | 1262 | 1263 | 1264 | 1265 | 1266 | 1267 | 1268 | 1269 | 1270 | 1271 | 1272 | 1273 | 1274 | 1275 | 1276 | 1277 | 1278 | 1279 | 1280 | 1281 | 1282 | 1283 | 1284 | 1285 | 1286 | 1287 | 1288 | 1289 | 1290 | 1291 | 1292 | 1293 | 1294 | 1295 | 1296 | 1297 | 1298 | 1299 | 1300 | 1301 | 1302 | 1303 | 1304 | 1305 | 1306 | 1307 | 1308 | 1309 | 1310 | 1311 | 1312 | 1313 | 1314 | 1315 | 1316 | 1317 | 1318 | 1319 | 1320 | 1321 | 1322 | 1323 | 1324 | 1325 | 1326 | 1327 | 1328 | 1329 | 1330 | 1331 | 1332 | 1333 | 1334 | 1335 | 1336 | 1337 | 1338 | 1339 | 1340 | 1341 | 1342 | 1343 | 1344 | 1345 | 1346 | 1347 | 1348 | 1349 | 1350 | 1351 | 1352 | 1353 | 1354 | 1355 | 1356 | 1357 | 1358 | 1359 | 1360 | 1361 | 1362 | 1363 | 1364 | 1365 | 1366 | 1367 | 1368 | 1369 | 1370 | 1371 | 1372 | 1373 | 1374 | 1375 | 1376 | 1377 | 1378 | 1379 | 1380 | 1381 | 1382 | 1383 | 1384 | 1385 | 1386 | 1387 | 1388 | 1389 | 1390 | 1391 | 1392 | 1393 | 1394 | 1395 | 1396 | 1397 | 1398 | 1399 | 1400 | 1401 | 1402 | 1403 | 1404 | 1405 | 1406 | 1407 | 1408 | 1409 | 1410 | 1411 | 1412 | 1413 | 1414 | 1415 | 1416 | 1417 | 1418 | 1419 | 1420 | 1421 | 1422 | 1423 | 1424 | 1425 | 1426 | 1427 | 1428 | 1429 | 1430 | 1431 | 1432 | 1433 | 1434 | 1435 | 1436 | 1437 | 1438 | 1439 | 1440 | 1441 | 1442 | 1443 | 1444 | 1445 | 1446 | 1447 | 1448 | 1449 | 1450 | 1451 | 1452 | 1453 | 1454 | 1455 | 1456 | 1457 | 1458 | 1459 | 1460 | 1461 | 1462 | 1463 | 1464 | 1465 | 1466 | 1467 | 1468 | 1469 | 1470 | 1471 | 1472 | 1473 | 1474 | 1475 | 1476 | 1477 | 1478 | 1479 | 1480 | 1481 | 1482 | 1483 | 1484 | 1485 | 1486 | 1487 | 1488 | 1489 |
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[illegible]

## New Jersey Master's & Doctorate Degree Non-Computer Related Programs (Pg. 2)

[illegible]